

August 1951

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COMBAT FORCES

Infantry Journal • Field Artillery Journal



NO MEN EVER DID MORE

Paragraphs from the President's speech
at Tullahoma, Tennessee, 25 June 1951

A YEAR AGO today Korea looked like an easy conquest to the Soviet rulers in Moscow and their agents in the Far East. But they were wrong. Today, after more than a million Communist casualties—after the destruction of one Communist army after another—the forces of aggression have been thrown back on their heels. They are back behind the line where they started.

Things have not turned out the way the Communists expected.

The United Nations has not been shattered. Instead it is stronger today than it was a year ago.

The free nations are not demoralized. Instead, they are stronger and more confident today than they were a year ago.

The cause of world peace has not been defeated. On the contrary, the cause of world peace is stronger than it was a year ago.

We've been fighting this conflict in Korea to prevent a third world war. So far we have succeeded. We have blocked aggression. And we have kept the conflict from spreading.

Men from the United States and from many other free countries have fought together in Korea. They have fought bravely, heroically, often against overwhelming odds. Many have given their lives.

No men ever did more for their country or for peace and freedom in the world than those men who have fought in Korea.

THE attack on Korea has stimulated the free nations to build up their defenses in dead earnest. Korea convinced the free nations that they had to have armies and equipment ready to defend themselves.

The United States is leading the way, with defense expenditures of \$40,000,000,000. Other nations are devoting a large share of their national effort to our mutual defense.

Never before in history have we taken such mea-

sures to keep the peace. Never have the odds against an aggressor been made so clear before the attack was launched.

The Kaiser, and Hitler, when they started their great wars of aggression, believed that the United States would not come in. They counted on being able to divide the free nations and pick them off one at a time. There could be no excuse for making that mistake today.

We have the United Nations—which expresses the conscience and the collective will of the free world.

We have the Organization of American States—which is building the strength of this hemisphere.

We have the North Atlantic Treaty—which commits all the nations of the Atlantic community to fight together against aggression.

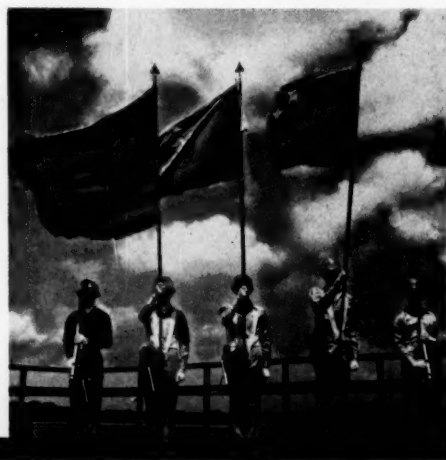
We have unified land, sea and air forces in Europe, under the command of General Eisenhower.

We are strengthening the free nations of the Far East and setting up collective security arrangements in the Pacific.

We are building up our defenses of other free nations, rapidly and effectively.

Most important of all, we have shown that we will fight to resist aggression. The free nations are fighting—and winning—in Korea.

Never before has an aggressor been confronted with such a series of positive measures to keep the peace. Never before in history have there been such deterrents to the outbreak of a world war.



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August 1951

COVER: Aid Station in Korea. Department of Defense photo by Signal Corps combat photographer.

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The Armed Forces Officer To the Editors:

The *Armed Forces Officer* is a book worth getting excited about. I wonder how many officers have read it.

If they get the same reaction I did, they are fortunate. The book is long overdue. It states most clearly the philosophy of the officers of the Army, Navy and Air Force. It has advice and inspiration for both the new lieutenant and the grizzled general. It is not a field manual or officer's guide, but a basis upon which to build, or rebuild, one's design for living as a professional or semiprofessional military leader.

It should be widely read within the armed forces. If the public knew better the officer's philosophy as expressed in it the armed forces would gain better public understanding, respect and support.

Should not COMBAT FORCES JOURNAL plug this book? And the other service journals too. Every officer should get a personal copy at government expense. It is an ideal gift for civilian friends and relatives of officers. Its use by civilian schools and libraries should be urged.

LT. COL. DONOVAN YEUILL, JR.

Infantry

Hq Seventh Army
Germany

• We agree and we are and will continue to call to our readers' attention this most important book of leadership.—THE EDITORS.

☆

"Battlefield Offenses"

To the Editors:

I have just read Major Cawthon's brief on "Battlefield Offenses," and like a good paratrooper I would like to jump into the fight with both feet—in forcible support of Major Cawthon. Like the Major I served in the 29th Division, though I was with it only half the time it was in combat (the latter, or easier half). I belong to the branch that, next to the legal is most suspect for the easy treatment accorded combat deserters. I disagree with some minor points of Major Cawthon's article, but I fully support his thesis that we have been too soft in our handling of men who desert under fire.

Many men were convicted of misbehavior before the enemy and were sentenced lightly. Many more were acquitted, and many sentences were reduced, because the prosecution at the trial or the record of the case at review

could not overcome "beyond reasonable doubt" the defense contention of lack of mental responsibility at the time of the offense. That doubt was often cast, not by positive evidence, but by the uncertainty promoted by wavering, discriminating, or immature medical testimony based on *post facto* examination by medical officers wholly innocent of the responsibility that weighs on a company commander ordered to cross the River Deep and take Hill 280.

With apologies to Major Cawthon I can state flatly that cases of combat fatigue were almost never "faked." Their origin was subconscious, the pain the patient felt was real, and only rarely did any twinge of conscience concern him. He was ill, and therefore honorably excused from combat.

I recall one instance of a well decorated oldtimer whom we evacuated for classical symptoms of stomach ulcer. The men of the battalion regarded it as a personal affront when he was promptly transferred from a surgical ward to a psychiatric treatment center after ulcer was excluded and the diagnosis of combat fatigue was established. But his illness was none the less genuine.

Yet these cases do not occur when, consciously and subconsciously, there is nothing to be gained. It has been said that when Malta was completely isolated, every man went to work each day and did a full day's combat duty whether he had had an unhappy childhood or not. And from a positive standpoint, these illnesses decrease when that type of "out" is unnecessary—when there is a foreseeable honorable release from combat by rotation.

As long as there is a back door open men will use it. If a noose dangles in the back door it is not so attractive. Let's close the back door to combat deserters.

MAJOR DOUGLAS LINDSEY

Medical Corps

Surgeon, 11th Airborne Div.
Fort Campbell, Ky.

☆

Who Can Jump?

To the Editors:

Looking through some back issues of COMBAT FORCES JOURNAL, I read with a great deal of interest an article by Colonel A. S. Newman in the November 1950 issue. Colonel Newman wrote an extremely interesting article about how he made his first parachute jump at the age of forty-six.

I have some questions about that.

COMBAT FORCES JOURNAL

SPOTLIGHT IN KOREA

CARGO PLANE GUIDES AIR DROP IN STORM

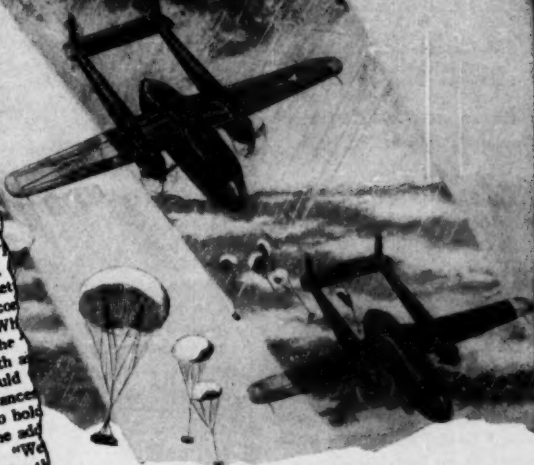
AN AIR BASE IN JAPAN, Jan. 11—Flying Boxcars dropped critically needed supplies to infantrymen in Korea last night during a snow storm so dense one of the big planes had to circle the area for four hours to guide the others to the right place.

The pilot who flew his loaded C-119 from this air base, said he arrived at the designated spot after fighting a heavy snow storm for two hours and dropped his cargo.

With darkness closing in the pilot realized other transports would have a hard time finding the area.

He climbed to 4,000 feet, leveled off and circled. His co-pilot contacted other C-119s en route to the drop zone. As each plane reached the area, the hovering plane flashed on its landing lights. The other planes then swooped down and dropped their cargoes.

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When I tried to enlist in the airborne I was told that I was too old and I am only thirty-three.

Don't you agree that before saying a man is too old he should have an opportunity to prove it to himself? Either he has or hasn't the guts to take airborne training and make his qualifying jumps. Telling him he is too old doesn't prove a thing.

Sgt. JOSEPH W. O'DONNELL

2046 E. 99th St.
Chicago, Ill.

• The older a man is the more likely he is to get hurt when jumping from an airplane. The Army knows this, so it selects its paratroopers from the youngest and most physically able volunteers. However, senior leaders are needed and colonels and generals who volunteer and are able to pass a stiff physical are given jump training. We are sure that paratroopers themselves will acknowledge that there are many men in the Army who have the mental and physical courage required of a jumper. That they do not wear the wings of a paratrooper is, as in the case of Sergeant O'Donnell, no reflection on them.—THE EDITORS.

☆

Hospitalized Veterans

To the Editors:

Over the years, it has been my pleasure to call on you for information that I could pass on to wounded veterans of World War II and Korea. In every instance the Association of the U. S. Army and its predecessors were most generous and helpful, especially in providing books and such for our wounded comrades.

No matter what the Society of the Third Division through its Secretary has asked for, your Association went out of its way to help us.

HARRY CEDAR
Secretary

Society of the Third Infantry Division
Washington, D. C.

• What we have done is very little compared to the hours of devoted time Mr. Cedar spends at Walter Reed and other hospitals in the Washington area. We salute him for the many personal services he has given hospitalized veterans for many years.—THE EDITORS.

☆

Cover and Concealment

To the Editors:

Infantry combat in two wars (Europe and Korea) has convinced me that a very large percentage of our killed and wounded become casualties because they do not observe the basic, fundamental rules of cover and concealment.

The American soldier is a trusting man. Until he is actually under fire he cannot believe that he is in danger. Therefore he sees no reason for keeping out of sight. I have seen fellow soldiers being killed or wounded because they exposed themselves needlessly.

There comes a break during a march through hostile country, or a patrol halts to take stock of the situation. Nine out of ten soldiers will sit back, light a cigarette, and talk about that thing soldiers talk about. Security? The platoon leader may have posted a few men around, but what about the mortars or guns the enemy may have zeroed in on that particular piece of real estate? The soldier who digs even one inch deeper into the earth has a better chance of living than the nine who sit exposed.

I realize that it is not always possible to have good cover. But I maintain that any cover is better than none, and no matter what it is or how little it is it will greatly help your chance of returning safely.

The remedy is training. The American soldier must be taught to be suspicious and distrustful. During field problems and maneuvers, he must be forced to become so cover-conscious that for the rest of his life he will instinctively look for something to get behind, or in, or under.

Platoon leaders can help by insisting that their men take advantage of every clump of grass and every dip and hollow, not only when they know the enemy is around, but all of the time.

A lot of lives will be saved that way.

LT. ROBERT K. SAWYER
Infantry

Washington, D. C.

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YOU AND YOUR ARMY

\$1,000 Reward

WE return to the fight and we shall keep on with it.

We hope that every reader of **COMBAT FORCES JOURNAL**, every member of the Association of the United States Army—your Association which, puts out this **JOURNAL**—will join in with us.

We have said before how unfair it is to the Combat Forces—to the front-line fighters of Infantry, and the Artillery, Armor, Engineers, Signal, Chemical, MP, and all others who help them bear the toughest hardships, the daily dangers, the heavy losses of combat—

We have said before how unfair it is to give the Air Force flyer and the Navy submariner a special reward in the form of higher pay for extra risk to their lives—*both in peace and war*—when the ground combat soldier receives no practical recognition whatever for a risk that is infinitely greater.

Look at these latest figures from Korea. And let Congress look at them!

Let every citizen of the country look at them—and help us do something about them.

Here are the figures. And how they stand as an accusation of indifference and neglect:

Air Forces Losses

Killed in action and mortally wounded	192
Wounded in action	27
Missing (ever to return?)	410
TOTAL	629

Navy Losses

Killed in action and mortally

wounded	142
Wounded in action	644
Missing (ever to return?)	84
TOTAL	870

Army Losses to 29 June 1951

Killed in action and mortally wounded	12,557
Wounded in action	52,304
Missing (ever to return?)	10,423
TOTAL	75,284

(The Army figures include the Marines, except for Marine medical units which are included in the Navy figures. The Marines are Infantry, Artillery, Armor, etc., doing their full share in ground combat as a part of the Eighth Army, and alongside the very much larger Army combat forces under General Ridgway. The losses of the unexcelled Marine Aviation are included in the Army losses because they could not be separated from other Marine casualties; how-

ever they are known to be small.)

There is the official line-up. Read it up or down, or forward or backward, and it always comes to the same thing.

And no matter how many times you read them, the figures alone leave out much of the story.

The Army combat forces (and Marines) face their hazardous duty day after day. Rotation is a genuine hope for every man, now, but it takes a long weary time to work up to it. And so far 12,557 killed and mortally wounded and 10,423 missing haven't made the grade.

And the 12,557 killed in action and mortally wounded never will. And there's bound to be the gravest doubt about the 10,423 missing.

But what does your airman have of mud and cold and dust and heat and frequent hunger? Or your sailor under or on the sea?

The airman gets rotation to a dry bed and beer or better after every flight. Your undersea sailor, like the





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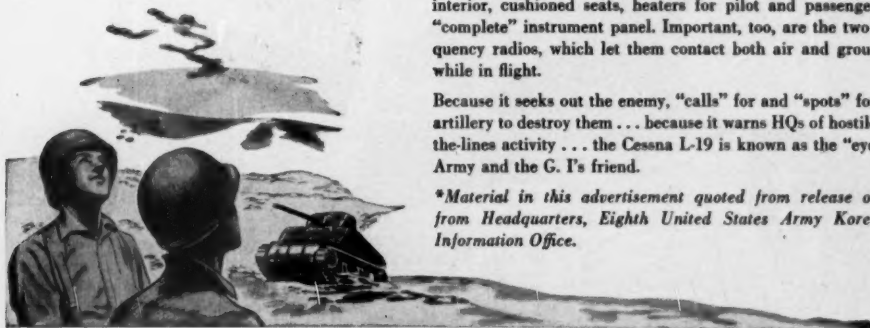
*Passes Roughest Test of All... Flying in Combat!**

Division, corps and army level liaison pilots now flying combat missions in Korea praise the new Cessna L-19 as the "best light airplane the army's got."

Features that the combat "L-Jockeys" like are the L-19's rugged, *all-metal construction* . . . its 213-horsepower motor, which lessens risks, gives speedier "getaway" from tight spots, makes short "take offs" possible from Korea's ox-trail and rice-paddy air strips. And they talk about its solid "feel," excellent visibility, sound-proofed interior, cushioned seats, heaters for pilot and passenger and its "complete" instrument panel. Important, too, are the two high frequency radios, which let them contact both air and ground forces while in flight.

Because it seeks out the enemy, "calls" for and "spots" for friendly artillery to destroy them . . . because it warns HQs of hostile, behind-the-lines activity . . . the Cessna L-19 is known as the "eyes" of the Army and the G. I.'s friend.

**Material in this advertisement quoted from release originating from Headquarters, Eighth United States Army Korea, Public Information Office.*



rest, also lives in decent comfort between his periods of combat.

All honor to them both as fighters when time for fighting comes. But they do not have the same degree of constant hourly risk and daily hardship and discomfort.

We simply ask that the figures be read—by everyone and anyone.

And when you have read them, we ask you to wonder—as we have long been wondering—how anybody who can do something about it—members of the Congress in particular—can get to sleep at night without thinking of the extreme unfairness of lack of special hazardous duty recognition for the Army's combat forces.

We have no fear that any soldier will neglect his job because of the disparity in his pay. He's in there fighting with and for his outfit as few fighting men have done in the history of our wars.

But what it would do for his pride if proper recognition came his way for doing the biggest, toughest job of all!

COMBAT FORCES JOURNAL herewith offers a reward of \$1,000 to anyone who will give us a sound, comprehensive argument why the Army fighting

man is not entitled to equal rights among all fighting men—and why he does not earn, day upon day in Korea, the same amount of practical recognition from his country as, for example, the combat airman does.

And if any member of Congress desires to compete, or any other high Government official, we will be glad to present the award money to any charity he designates.

Annual Meeting

THE small but loyal following of members who turned out for the first annual membership meeting of the Association of the U. S. Army at the Pentagon on 18 June, was encouraged by the appearance of Lieutenant General John L. DeWitt, retired, who told them that after "a half century of service he still felt an affection for the Infantry." He had been a member of the Infantry Association from the day it was formed and has continued his membership in the Association of the U. S. Army.

General DeWitt's appearance gave a timely assist to Lieutenant General John E. Hull, who had volunteered

to replace General Haislip, who was out of the city, as the principal speaker. In the absence of General Haislip, our vice president, General Raymond S. McLain, presided.

General Hull spoke on the need of increasing the prestige of the Infantry. General McLain keynoted the remarks of all the speakers when he said, "We must continually work to increase the prestige of the whole Army."

Major General Anthony C. McAuliffe represented the Chemical Corps, Brigadier General Wesley T. Guest the Signal Corps, and Brigadier General Gordon E. Textor the Corps of Engineers. Brigadier General William H. Maglin, the Executive Council's representative from the Military Police Corps, has been assigned to duty in Europe and could not attend.

Semper Fidelis et Tutus

IN any discussion of the role of the Marine Corps it is useful to remember that there is nothing the Marines can do that the Army cannot do too. Indeed the Army in World War II far

Dramatic Proof from

ACTUAL EXCERPTS OF UNSOLICITED LETTERS



c/o Post Office,
San Francisco, California, 14 April, 1951:
"In central Korea, S-72 operates
well regardless of location"

KOREA—26th Period—5 April, 1951:
"Many S-72's are performing very well
since our standard broadcast range
good at night, it has been able
to pick up trucks and San Francisco
shores in that wave"

AMIDONG, KOREA—22 March, 1951:
"... S-72 performed better than expected. We
can hear the news each day instead of
waiting for the news papers. The radio
will pick up Japan easily on standard
broadcast or short wave, and on the latter
you can get Australia (even in the daytime),
Hawaii, Honolulu, and San Francisco"

KOREA!

hallicrafters S-72

LONG RANGE PORTABLE
the World's Most Powerful Portable



Servicemen the world over are recording a new chapter in performance for Hallicrafters famous S-72. This 8-tube masterpiece of precision engineering features the widest frequency range of any portable made — with continuous coverage from 540 kc to 30 Mc.*

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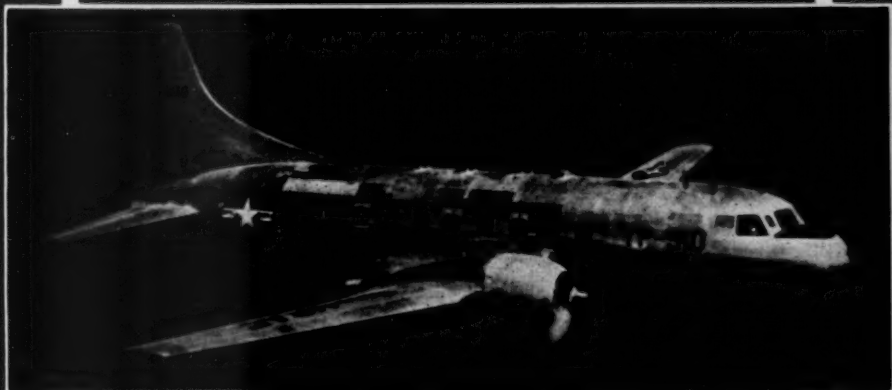
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AUGUST, 1951

outdid the Marine Corps in its own specialty of amphibious operations. The Army made fifty-eight major amphibious landings during the war (including by far the largest) to the Marines' fourteen.

The Marines do not claim to have invented amphibious warfare, but they do insist that they deserve credit for making greater contributions to the art than any other service. This can be freely granted. But this doesn't mean that the Army completely disregarded amphibious operations in the twenty years preceding World War II. The Army had responsibility for developing doctrines for all forms of land warfare and couldn't specialize in any one as the Marine Corps could. So amphibious operations were only one of many subjects studied in Army schools.

General Bradley makes this plain in his book. "Although I had studied amphibious tactics before in army schools, this was the first time I had worked with both troops and craft in practice operations," he wrote of his experiences with the 28th Infantry Division at Camp Gordon Johnston in Florida.

The lack of more experience in the specialty did not noticeably hamper General Bradley's ability to command large forces in the invasion of Sicily and Normandy, and if he and his staff drew freely on developments by the Marine Corps, the taxpayer was the gainer. For once at least it could not be said that the services were working at cross purposes and engaged in wasteful duplication of effort.

We mention this here because we have noted recently a tendency by certain friends of the Marine Corps to suggest that the uniqueness of the Corps extends to its ability to perform tasks that can't be performed by other trained military units. That is nonsense. The Marine Corps is, of course, unique, but the things that make it so have little to do with the nature of its missions. Rather, it consists of a superb *esprit de corps* that has been matched by relatively few Army divisions, and the deep admiration and affection in which it is held by the American people. The reasons for the high morale and the high regard in which the Corps is held could be the subject of an exhaustive essay. The small size of the Corps is possibly the primary reason. Superb public relations at critical points in its

history, rather than the daily humdrum efforts of Marine Corps public information people who are no more efficient than their opposite numbers in the Army, is also a source of the high regard in which the Corps is held. Finally, but by no means to be discounted, is the admirable insistence of the Corps that every marine be trained as a fighting man and that its boot training be realistic and tough. Marine Corps clerks who have spent years behind typewriters still judge themselves and their service by the fact that they are a product of those hard, memorable days in boot camp.

All these factors—tough training, high morale and deep admiration—make the Corps well able to perform its missions. But they do not mean that the Corps can thereby perform tasks that Army units can't.

Secretary of Defense Marshall, Generals Collins and Vandenberg, and Admiral Sherman and other officials have been up on Capitol Hill in recent months explaining why they are opposed to the Douglas-Vinson bill which would give the Marine Corps a statutory strength of four divisions and air wings and make the Commandant of the Corps a member of the Joint Chiefs of Staff. Some of them, principally representatives of the Army and Air Force, have been openly charged with wanting to "destroy the Marine Corps." But there is no evidence that will support such a charge. General Eisenhower's famous memorandum, sometimes cited, essentially repeated all the reasons why the Corps should exist that have been made by its members and friends for many years. Where they differed was in the size of the Corps. General Eisenhower suggested that it should be large enough to perform its principal missions and no larger. There was no need for units of combined arms in the Marine Corps, and to have them was wasteful. The Marine Corps and its friends were unwilling to accept this, in disregard of orderly military structure and the balancing of mission and the means to perform it.

It seems quite likely that by the time you read this Congress will have passed the bills giving the Marine Corps a statutory strength of four divisions and four air wings. As Admiral Sherman testified, it will give Marine Corps strength "a floor and a ceiling in a manner established by

law for no other service." Isn't it altogether possible that such rigidity of organization may do more to "destroy the Corps" than anything else?

Maybe the Marines have more to fear from their friends than their alleged enemies. It is a valiant Corps that has always thrived on danger. Under the security of law isn't it possible that complacency may not detect the flaring of danger signals in time for the Corps to close ranks against real or imagined dangers?

Combat Photographers

WE have a couple of pages of pictures in this issue which were selected from the thousands of photographs made in Korea in the past year by the combat photographers of the Signal Corps. Little is told about these soldiers who go into battle areas armed with still and motion picture cameras. Yet their work does more to tell the public what the war is all about than that of any other men in or out of uniform.

Their work is also of great direct military value. Right after the fighting broke out in Korea the Staff Film Reports, which had been regularly produced during World War II, were resumed. These reports are generally classified, consisting, in part, of pictures and motion picture footage that cannot be released to the public—at least at the time. Through these films our top commanders and staff people at home can keep abreast of activities in the field.

Combat films are also edited for the use of troops in training. These are the Combat Bulletins that are shown throughout the Army. In Commander Lederer's article on page 28 there is a description of how he used combat photography to create pride in a non-combatant outfit.

A glimpse of what it is like to shoot pictures in combat is contained in a letter from one Army photographer who won the Silver Star for his part in the assault on Seoul last September. He told how a small group of marines passed him as he stood shooting up a street, and how "all of them ran right into a mortar shell and got hit, one of them seriously." He added:

"I kept shooting while a couple of them picked up the seriously wounded man and helped him to hobble to cover. A few minutes later an anti-tank shell came close enough to my

left arm to ripple the sleeve on my jacket. . . . There was only one medic . . . so I put my camera aside and gave him a hand. I missed a lot of good pictures but . . . the pictures were not that important. I have seen a lot of men get hit in this war and in the last one, but I think I have never seen so many get hit so fast in such a small area.

"I finally got free to start shooting again. By the time the medic and I got the first guys fixed up the other medics had run the gantlet of fire to help us. Those little guys really have the guts to go in any time and place to help a wounded man. . . ."

One more point. Photography has become virtually a *weapon*—an intelligence tool for the combat commander. The infantry division now includes organic photographers who get the pictures while the action is going on—before tactical conditions change.

Military photography is about a century old. Both sides used the camera for intelligence work during the Civil War, and Matthew Brady's thousands of pictures of that conflict have become a national treasure. Ever since, the Army photographer has been on hand in every war involving the United States, to add thousands more pictures that catch for posterity the movements and emotions of men in battle.

Index to Volume I

LAST month's issue completed the first volume of *COMBAT FORCES JOURNAL* and the index of the twelve issues is now on the press. If you want a copy just drop a postcard to the Association. We would suggest fast action on this as the number of copies of the index being printed is relatively small. If there is a large—and early—demand, we can increase the print order without materially increasing our costs. But the printer won't hold still for a low price once he takes it off his presses.

Camouflage

MILITARY camouflage used to be a job for the artist. His use of range of colors was considered adequate to the task of making things look like what they weren't, or, more accurately, making them match the colors of nature. The development of photographic techniques such as the use of

selective filters has made the camoufler's job more difficult. This is especially so since infra-red photography requires the camoufler to go beyond the visual level of the spectrum. Now he has to do more than make a gun position look like the surrounding countryside; he has to use materials that have an identical reaction to cameras and filters. And so today the camoufler not only has to determine what colors are present in different geographic areas and the proportion and manner in which they are distributed, but also color specifications and dimensions, including gloss, texture, hue, value and purity.

All this requires today's camoufler to be a scientist and engineer as well as an artist. And for that reason the Corps of Engineers Research and Development Laboratories at Fort Belvoir, Virginia, are carrying on valuable experiments in color problems.

One project includes the camouflage coloration of combat uniforms. The problem here is more than simply selecting colors that can be used in specific regions, snow, jungle, desert. They must be colors that can be produced in cloth.

When it comes to camouflage nets and such devices the problem of color materials is less important than the availability and weight of the mate-

rial. Burlap is commonly used for nets. It is durable and cheap, and its rough weave gives it excellent texture. But burlap is in great demand in time of war and supplies may not be available. Besides, the best jute is imported. Also, burlap absorbs moisture and becomes very heavy when wet. Gasoline and oil make it a fire hazard. So a replacement is needed for burlap.

Plastic is a suggested substitute. And the Engineer Research and Development Laboratories are working in this field. One trouble with plastics is that they usually have a glossy surface which makes their use difficult in camouflage. Experiments are under way toward producing a rougher surface by creping the material and coating it with compounds. The color engineers at Belvoir think this is going to work.

DUKWS in Korea

IN KOREA, several amphibian truck companies of the Transportation Corps have engaged in missions and operations that were hardly considered SOP at the Transportation School at Fort Eustis, but they nevertheless performed them well, according to reports we have heard and read. The sight of a DUKW wallowing over a mountain road in Korea, far from water is no longer a strange sight—or an astonishing experience for drivers who thought their job was confined to ship-to-shore movements.

A garbled and confused radio message requested that two DUKWs be sent to an island twenty miles up the coast to evacuate a patrol, supposedly surrounded by the enemy. Six men manned the two DUKWs. On the way they entered a channel separating the mainland from an island and came under fire from both directions. "They're shootin' at us, Lieutenant," a corporal cried. He and his fellows returned the fire with their individual weapons and the caliber .50 machine guns mounted on each DUKW. Eventually they reached their destination without casualties but found no evidence of Americans. They finally located a Ranger company and discovered that the radio message hadn't been a desperate call for a rescue mission but a routine demand for two DUKWs to help the Rangers cross a river. The DUKW crews obliged and then stayed with the Rangers until they were ordered to quit the island.



UNITED NATIONS ARMY

E. J. Kahn, Jr.

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The troops under the command of General Ridgway, including not only our own but those of sixteen other free nations, constitute, I believe, the most magnificent army on the face of the globe today.—

President Truman in his Independence Day address to the nation.

SECRETARY OF DEFENSE MARSHALL spent only a little over six hours here in Korea during his unexpected visit to the Far East last weekend, but even so he made a point of conferring, however briefly, with every one of the commanders of the non-American units serving in combat as part of the Eighth United States Army in Korea, or, as General Van Fleet's command is known for short, EUSAK. As was doubtless his aim, General Marshall by this courteous gesture drew attention to the fact that the United Nations ground forces here have indeed become international in their composition. The Eighth Army's ranks at present include men from Australia,

Belgium, Canada, France, Great Britain, Greece, India, Luxembourg, the Netherlands, New Zealand, the Philippines, Thailand, Turkey, and, of course, the United States and the Republic of Korea. At the moment, there are also recently arrived ground troops on hand from Colombia and Ethiopia, as well as air, naval, or hospital units from Norway, Sweden, Denmark, and the Union of South Africa. In the United Nations cemetery at Pusan, the flags of sixteen countries, along with that of the United Nations, fly above nearly five thousand graves, as vivid evidence that the cost of collective security is not only high but wide-spread.

A British major general who recently visited Korea for the first time remarked that, physically, this place reminds him of the North-West Frontier country of India, with perhaps a touch of the vegetation of Kashmir. Korea may be thus familiar, at least on the surface, to some of the hundred officers and men from India who have been operating an ambulance unit here—all of them, by the way, experienced paratroopers. With that possible exception, this battleground is just as strange to a soldier from, say, Addis Ababa as it is to any New Yorker, and the non-Americans in the Eighth Army are every bit as afflicted with homesickness as are the G.I.s in it, and every bit as eager to go back to wherever they came from. (The hope of rotation remains the biggest single morale booster over here, except, of

course, for the Republic of Korea soldiers, who can have no expectation of being rotated to any homes other than the devastated ones past which they have been fighting.) The non-Americans have blended comfortably into what, although the American influence unquestionably predominates, can truly be described as a polynational and polylingual military operation. Not long ago, while I was riding in an Australian officer's jeep, his driver, an Englishman, obtained traffic directions from a Greek M.P. after establishing that they both had a smattering of Japanese. Korea has become a land of many tongues, and is likely to stay so. Almost every tent or hut occupied by a bunch of United Nations soldiers has a Korean houseboy. The houseboys quickly pick up scraps of their employers' languages, and by now quite a few young Koreans can make themselves understood in French, Thai, Yankee American, Dixie American, or whatever, depending on whose laundry and boots they look after. If the current crop of rumors of an impending cessation of hostilities here proves, like so many of its forerunners, to have been premature, and if the war continues for many more long months, it seems probable that the Republic of Korea, in its future dealings with the rest of the world, will not lack for interpreters.

APART from the United States and South Korea, which, between them,

E. J. KAHN, JR., is *The New Yorker's* correspondent in Korea. He entered the Army through Selective Service and was trained at Fort Bragg, N. C. He went overseas in 1942 with the 32d Division and was promoted to Warrant Officer. Later in the war he was an active participant in the work of the Special Information Section of Headquarters, Army Ground Forces, formed by the late Lieutenant General Lesley J. McNair to bring recognition to the infantryman. He is a graduate of Harvard and has been a member of the staff of *The New Yorker* since before World War II. A *New Yorker* profile of General McNair which he wrote was expanded into a book, published by Infantry Journal Press under the title *Educator of an Army*. A series of articles on Army life were also published in book form under the title *The Army Life*.

have close to half a million soldiers on the scene, no member of the United Nations has yet committed any terribly large amount of manpower to the Eighth Army's resources. (Ninety per cent of the graves in the cemetery at Pusan are those of Americans.) The total strength of the foreign units other than those of the United States is around thirty-five thousand. Of this thirty-five thousand, the British Commonwealth is represented by about twenty thousand and Turkey by five thousand. After that, the numbers fall off sharply, down to the fifty-man task force from Luxembourg that constitutes part of the Belgian complement. Most of the smaller contingents are of battalion size, and for operational purposes have been assigned to one American division or another. In several instances, the men in these battalions have taken to wearing the shoulder insignia of the parent organization, and have done so with the enthusiastic approval of the parent organization itself. A year ago, any hard-bitten American infantryman of the 1st Cavalry Division would surely have dismissed as absurd the notion that before twelve months had elapsed the gaudy yellow-and-black patch of his aristocratic outfit would be sported on the sleeves of hundreds of citizens of Thailand, but that is now the case. Many of the adopted soldiers in these outfits also wear patches of their own. The Thais—whose clerks, incidentally, use Remington typewriters with keyboards fitted out with the forty-four letters of the Thai alphabet—are the only ones with a shoulder patch that was created specifically for this war. It consists of their country's conventional insignie with the global blue-and-white design of the United Nations.

The emblem of the Turkish shoulder patch is the white crescent and white star on a red field of the Turkish flag, and as such is considerably older, dating back to 1293, when on the night of a new moon some Turks in battle observed the moon and a single star reflected on the surface of a river that was red with enemy blood. About seventy-five per cent of the Turks, who have been fighting here since October, have lush mustaches, and about one hundred per cent of them have acquired the reputation of being exceedingly tough soldiers. When accosted by an M.P. from an allied nation who has caught him in some mischief or other, a Turkish soldier—or so it is commonly reported

—says calmly, "Me Turk," as if that explained everything. In battle, the Turks have won wide acclaim both for their aggressiveness and for their durability; they take little account of minor injuries, and some of them have been known to treat a bullet wound by simply daubing mercuriochrome over the point of entrance. After one spirited engagement, a Turkish officer pointed to a few of his men who had been wounded and were strolling around with assorted fragments of steel still inside them, and said to me proudly, "Some of our men are walking arsenals." When an American officer who had been nicked by shrapnel while serving with these troops in a liaison capacity insisted that the Turkish doctor who attended him make a formal report of his in-

jury, so that he would be eligible for the Purple Heart, the Turks in the vicinity burst out laughing. They thought it was hilarious that anyone could wish to make so much of so little.

The fusion of national interests here, and the attendant intimacy of men from many nations, has caused the abatement, if not the complete disappearance, of some long-standing mutual irritations. On the thirty-sixth anniversary of Anzac Day, the D Day of the Gallipoli Campaign, in which British and Turks shed not a little of each other's blood, a British brigadier gallantly invited a Turkish brigadier to dinner. Turkey has been traditionally at odds with Greece, too, but when the Greeks were observing their Easter, late in April, one of the warm-



GREEK



NEW ZEALANDER



ETHIOPIAN



BRITON

est messages of fraternal greeting they received from their comrades in arms came from the Turks. The message was transmitted by an American lieutenant from Riverdale, New York, who is fluent in both Greek and Turkish and is representative of the kind of specialist whose services are very much in demand in this special war.

Although there are, to be sure, plenty of people from each United Nations country, including the United States, who still regard all the others as ignorant, unintelligible foreigners and have little use for them, the brotherly spirit that flourishes hereabouts seems to have affected a good many Americans in their intramural relations, with the result that there have been signs of coöperation between the various branches of the armed forces that would probably seem incredible to even the most ardent Washington advocates of unification. Navy doctors and corpsmen are serving as medics for Army infantry battalions; in a singular exchange program, several detachments of soldiers have spent a few days at sea with the fleet, switching places with sailors, who were thereupon temporarily berthed in foxholes; and some weeks ago, when a gob who couldn't swim fell off a ship in the harbor of Pusan, he was saved from drowning by an Air Force lieutenant colonel, who dived in and fished him out.

LAST fall, when the Eighth Army began to assume international proportions, it was thought that many difficulties might arise in catering to the peculiar needs of its varied components, especially with regard to dietary habits and preferences. These difficulties have not materialized. Aside from the British, who have their own uniforms, weapons, transportation, and supply lines, nearly all the non-American units are logistically dependent wholly or in major part on the United States, which sells them whatever they need to keep their troops going and has found them, in general, perfectly satisfied with American food. The Turks, who are, of course, Mohammedans and sometimes go into an attack shouting "Allah!", have religious scruples against pork and personal scruples in favor of olive oil and bread. (They are also supposed to have religious scruples against alcoholic spirits, but, like most soldiers, they are inclined to drink

anything they can get their hands on anyway.) Accordingly, in addition to fresh food when it is available, the Turks have been supplied with a special, pork-free C ration, gallons of olive oil to cook everything in, and pounds of bread per man daily. The French bake the bread for their troops—French bread, naturally. The Filipinos, although partial to rice, don't take to the local variety, and have their own shipped up from Manila. The Thais, who are extravagantly fond of hot sauces, are issued—and consume—two and a half ounces of tabasco per man per week. (The standard table-size bottle of tabasco, which lasts most American families for months, contains two ounces.) One of the most unusual requests for special rations, to the Eighth Army's way of thinking, was put in this spring by the Greeks, who, in anticipation of their Easter, asked for some live sheep, so they could celebrate the occasion with the customary sacrifice. The United Nations command obligingly had a flock of fifteen tender lambs sent by airlift to Korea from Japan. It is also customary for the Greeks to enliven Easter by banging together the ends of hard-boiled eggs that have been dyed red, the theory being that the person whose egg doesn't break is destined to enjoy a year's good luck. General Van Fleet, whose previous experience in the conduct of ostensibly civil wars was gained in Greece, turned up during the Greeks' Easter ceremonies—which were held, however inappropriately, in the courtyard of the Seoul municipal jail, where the Hellenic forces' command post happened to be just then—and, after duly clicking an egg proffered by the Greeks' senior officer, proceeded to pull off what was certainly one of the most gracious diplomatic coups of this war. "Now let's try my eggs," said Van Fleet, and, while the assembled Greeks looked on with wondering admiration, one of

his aides stepped forward with a soda-cracker box full of red-dyed eggs, which the Army commander had forehandedly brought along.

In proportion to their strength, the non-American and non-Korean soldiers in the Eighth Army have suffered a stiff number of casualties; they have also—in the case of the British, the Dutch, and the French—won unit citations for extraordinary achievements in battle, and have, all things considered, made a substantial contribution to the Eighth Army's accomplishments. Last week, when one of the Army's corps finally succeeded in seizing two prime objectives—the cities of Chorwon and Kumhwa—the vanguard of the occupying troops was composed of Americans, Greeks, Turks, Filipinos, and Thais. Three weeks earlier, the French and the Dutch played a notably helpful part in beating back the big attack the Chinese threw at the American 2nd Infantry Division. A few weeks before that, an observer proceeding along the Eighth Army's front from west to east in search of a North American unit would have had to travel quite a few miles before encountering one, and en route would have passed South Koreans, Filipinos, Puerto Ricans, Britons, and Turks, all fighting flank to flank and giving an impressively united account of themselves. In view of such collaborative performances as these, the idea is winning favor in some circles here—including the highest diplomatic circles, if not, at least publicly, the highest military ones—that there could be no more fitting way of marking the end of the war's first full year than by changing the name of General Van Fleet's command from EUSAK to FUNA, an abbreviation that, no matter how the Russians might try to explain it, would always be remembered as standing for First United Nations Army.



COMBAT FORCES JOURNAL

COLONEL IN KOREA

Colonel Peter W. Garland Jr.

***A regimental commander's candid observations
on tactics, organization and discipline***



Regimental Organization

THE T/O&E of the infantry regiment has proven itself adaptable to all kinds of terrain and climate. In rugged mountains and on flat rice paddies, in heat and in cold our regiments in Korea have operated effectively and efficiently. The present organization of the regiment is sound, and considerably better than in World War II.

Native Carriers

The use of natives to carry food, water, ammunition and other supplies from our forward supply points to the troops in the mountains has contributed greatly to maintenance of our combat efficiency. At first combat units recruited Korean civilians as carriers. Some of these original carriers are still used, but now our regiments have been assigned carrier companies, organized by the Korean

government. At this time my regiment is using about a thousand. Most infantry outfits have to be supplied by hand carry, so these carriers have prevented an excessive drain on military manpower. It takes only a few UN soldiers to act as guides for the carrying parties. Every officer and man in my regiment thinks of the carriers as part of the combat team.

Regimental Air Strip

In order to get more use out of the L-19 liaison plane which normally supports my regiment, it has become SOP to prepare an air strip somewhere near the regimental CP. We usually improve an existing road or level a field with a bulldozer. With an air strip close by, my battalion commanders and I can make aerial reconnaissances over the broken terrain and beyond our front lines with little loss of time. These reconnaissances are invaluable.

Mixing the Races

Of the thirty-five Negro soldiers assigned to my regiment, two have received battlefield commissions and one sergeant is famous for his daring exploits. To the best of my knowledge

all of my Negroes have been good soldiers. Although my observations are limited to my regiment it appears to me that the integration of white and Negro soldiers without regard to color brings favorable results.

Tactical Air Control

Although our close air support has been helpful and a great morale booster for the doughboy, it could be more effective if closer liaison with front-line units were maintained. One difficulty is that only one tactical air control party is assigned to each infantry regiment which is too much for one TAC party. Unfortunately, too, its heavy radio equipment usually leaves it road-bound.

A TACP usually identifies a ground target by marking it with smoke or by radio directions transmitted through the mosquito (control aircraft) and/or division liaison aircraft. Sometimes it uses both methods on one target.

I believe a TACP, equipped with portable radio, should be assigned to each infantry battalion. Three TACPs in the regiment would make it possible for two or three air strikes to be made in the regimental zone at the

COLONEL PETER W. GARLAND, JR., Infantry, commands the 19th Infantry, 24th Division, in Korea. Before taking command of the regiment he was on the staff of the G-3 section, Eighth Army.

same time. Also the presence of the air control officer on the ground with the battalion commander would be extremely helpful to both the air and ground. Such close contact would reduce the chance of error in mistaking the target and the planes could be directed on the target quicker, thus giving the enemy little time to take cover. And even when enemy air action prohibited the use of mosquito and liaison type aircraft, our fighters could still be directed effectively to the ground targets.

Discipline

Of all the ingredients that go into the making of an effective infantry unit, I feel that under combat conditions discipline is the one that needs the most emphasis. As an organization is disciplined so will it fight. Whether an outfit is in the front lines or in a reserve assembly area, a high state of discipline should be expected and required of it. If soldiers are required to meet high standards, set and maintained by their leaders at all times, their performance under the stress of combat will be good. Here are a few simple rules which all soldiers must obey in the combat zone:

Practice military courtesies

Wear helmets and carry individual arms

Present as soldierly an appearance as possible considering the circumstances

Observe field sanitation, including disposal of trash and digging of straddle trenches in the front lines

Keep weapons and equipment in good working order

Dig in whenever halted for any considerable period of time

Tactics

The doughboys in Korea are constantly attacking up mountains against an entrenched enemy. Ways to reach objectives (usually mountain peaks) with minimum friendly and maximum enemy casualties are constantly studied by all commanders. Here are some tactics which have paid off:

Be flexible and do not commit the bulk of your force in the early stages of the attack. Sometimes an attack goes well at first, but later runs into trouble—the enemy camouflaged in well-lug positions and taught to stay hidden and hold their fire until we get within close range. When this happens it is often desirable to shift



the weight and direction of the attack. You must maneuver whenever you can, and you must emphasize the out-flanking of enemy positions. The flanking force may consist of tanks or doughboys, or both. The Chinese do not like to get cut off any more than we do and their resistance usually decreases as a flanking maneuver succeeds.

Use air strikes and other supporting fires to the utmost limit and send the infantry in while the supporting effort is still effective.

Avoid giving up high ground, and make every effort to reach the top before halting.

Use bayonets and grenades in the final stages of an attack on a mountain top. Despite the skepticism of visiting observers, our men do use the bayonet effectively and the Chinese do not like cold steel.

Be ready to place supporting fires,

especially artillery, on the enemy when he flees.

Hold against enemy counterattacks and direct maximum fires on the attacker. Our artillery often inflicts heavy casualties on the enemy when he leaves his holes to counterattack us.

Dig in and button up (all-around security) before dark in order to be better prepared to resist enemy night attacks.

Whenever you can, use engineer searchlights at night to light the forward areas. These reassure our troops and seem to disrupt enemy night operations.

When possible use the flamethrower to terrify the enemy and cause him to leave his entrenchments. Unfortunately the difficulty of getting flamethrowers to the higher elevations has prevented their widespread use in Korea.



Should war come to Europe we shall have to fight defensive battles in the first phase. So we should overcome our professional fear of being caught in company with a defensive thought and prepare for defensive battles against a numerically superior enemy

GIVE INFANTRY MORE FIRE POWER

Colonel George E. Lynch

THE heart of military discussion today is the defense of Europe. How many divisions will it take? How many can be assembled? Inevitably, the answers always bring an uneasy feeling that possibly the Soviets can always outnumber us—can afford to lose three for our one, and are willing to accept these losses to achieve their goals.

Our answer to the challenge seems to be to seek more Allied manpower and to rely on technology, air power and psychological power to overcome the odds.

I don't for a minute suggest that every aid possible which will reduce the margin of Soviet land power, should not be exploited to the fullest. It should! But should we not examine our own land power capabilities, with the special view of the action to be anticipated in a collision with Soviet land power? Can we not reduce some of the Soviet margin in land power by the application of the same principles which we hold will prevail in other areas of battle?

In the first place, the land strategy of the Western Powers appears to be one in which our inferior land forces

must initially assume the strategic defensive, utilize terrain barriers, artificial obstacles, and aerial attack to stop or retard the Soviet thrust in Western Europe. In fact, this same course of action seems to be forced upon us wherever the Soviets may choose to initiate the military offensive. This being the case, and our land forces promising to be insufficient everywhere at the same time, what more can we do than we are already doing, namely wooing allies to share the manpower burden of the land defense of Western Europe?

LET us examine most briefly the organization of our infantry divisions. They are strong in fire power and mobility, flexible and useful for both defensive and offensive missions; however, without quantitative comparisons, our divisions, man for man, carry no greater power than Soviet first-class divisions. I have indicated that the strategic defense will probably be the first task, and that the Soviets can be expected to mass and use manpower without regard to losses to overcome that defense. That promising to be the situation, should we not increase the defensive ability of our land forces? This will be a horrible thought to the traditionally offensive-minded and offensive-trained American military leader. It suggests "Meginot mind," discounting the military value of our fine American soldiers and the loss of the military initiative. Well, let's face it; we don't

have and won't have the military initiative, the choice of when, where and with what to fight in a war with Communism. Whether we like it or not, initially we shall have to defend or get out. We can use the aggressive spirit of the American soldier in active defense in our training system. This neglect, and I believe there is a neglect, undoubtedly arises from our refusal to face facts, our professional fear of being caught in company with a defensive thought.

IN the defense, one can select his battlefield, a battlefield which may include every advantage for defensive fire power and for economical use of manpower. Automatic weapons, recoilless rifles, flamethrowers and other kinds of mass death-dealing but im-



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mobile weapons can find maximum application. Weapons which can enable one man or two to level tens and dozens of the enemy in a few minutes in which otherwise a numerous enemy would be able to swarm over and engulf the few defenders.

But we have Colonel S. L. A. Marshall's word, and the support of others, that we must not load down our foot soldier if he is to fight effectively and to have mobility. I agree with this thesis completely. And, as I have seen, this soldier can't be loaded down, for he throws away what he feels he doesn't need or can't carry. What is needed in this case is a table of organization and equipment which includes provision for offensive and for defensive sets of equipment. And, of course, a doctrine which includes the intensive training of personnel in the operations and maintenance of both sets of equipment. The offensive equipment could be very much on the order of what it is now, for it was designed for maximum offensive American tactics. The defensive set being heavier and having practically no man-portage mobility should, like present pioneering and other heavy equipment be carried in regimental trains. In the defensive situation, as apparently our initial operations in Europe are expected to be, defensive equipment is delivered to the combat companies and put into use. Offensive equipment, being light and easily maintained, remains with the man or with the combat company to be available for the counterattack or for assumption of the offensive when the time arrives.

IT will take a group of planners and organizers to arrive at the correct proportions of the various weapons which should be included in the defensive set. I have in mind, however, something of the order of each rifle company having, in addition to its present weapons, a defensive set of equipment which includes, say, two flamethrowers, three 3.5-inch rocket launchers, six heavy machine guns, six light machine guns and two 57mm recoilless rifles. Expensive? Yes, but in the resources which we can afford to expend. Economical? Yes, and in the resources which we need to conserve. Damaging to aggressive American spirit? No, and a very good way to see that each American soldier is given the chance to use his offensive spirit when we finally attack.

THE DIVISION

A division is the men who man it, who die in it and for it. It is a battle flag and a war cry. It is John Sykes, Rifleman.

Major Thomas H. Farnsworth

THE division is the most vital unit. It transcends all claims or prerogatives of branch, arm, service. It is the basic fighting unit—the center of accomplishment, esprit, and morale.

John Sykes, of the 1st Battalion, hugged the hard, unyielding earth of the hedgerow. Each time an artillery shell whistled toward him he tensed his buttocks to make them smaller. Eventually the artillery would stop and he would move on to the next hedgerow.

To the theater commander a division is the means by which his armies advance. To the army and corps commanders, it is a weapon they can use to attack or defend. To the war correspondent, it is a unit he writes about but often cannot name.

It is 15,000 men bound by a table of organization. It may be infantry, it may be armored, it may be airborne. The tables and the size differ accordingly. But each has its share of guns and armor, shoes and cookpots—squads, companies, batteries, regiments. At some time during its life it is expected to win a grim contest of put and take with death.

To the division commander, his division means men and machines to do his will, according to his direction and ability. It will mirror his sense of duty, his stability, his personality, his stature. To make it an efficient fighting machine, he must pour all his knowledge, leadership and ability into it.

For a division is a living thing. It moves and responds to the will of its

leader—willingly, eagerly, or mutely and by rote—as he inspires the leaders of the battalions and platoons.

John Sykes of B Company crouches in the mud of Alsace. It is raining, and in a few minutes his company will attack. He smokes a Chelsea and re-reads a V-mail from Mildred. Some day he will marry Mildred—if he lives that long.

A DIVISION is a thing like a man—daring or dull, arrogant or servile, dashing or timid. It is the outward expression of the inner beings of the men that form it. Yet it is also a thing like a woman, for it is temperamental—a word can send its spirit soaring or crashing. The basic unit of pride in the Army—to the fighting man the division is his home, his parent, and his mistress. It is man and the product of man.

John Sykes of the 1st Platoon of Company B stamps his feet against the cold and wishes he could build a fire in the cellar of the destroyed French farmhouse. The gagging, obscene stench of war, manure, and dead flesh is everywhere.

Backed, supported and maneuvered by the entire team, the division is the football in the deadly game of war. The strategic air force paves the way for its forward moves; the tactical air force supports its advance; the navy transports it and keeps open the great artery of its supply system. Within the army all activities are pointed toward nourishing, maintaining and sustaining the division. For the men of the division face the enemy, close with him, and live or do not live.

John Sykes of the 2d Squad of the 1st Platoon looks with loathing on the Bloody Thing at his feet. It had been his buddy since

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Camp Forrest, but it lost its luck on the Rhine Plain.

The division is basically a self-sufficient unit. It has all elements of ground arms—infantry, tanks, artillery, ack-ack and engineers, and ordnance and adjutants general and quartermasters. On its trucks and jeeps and feet, it can move great distances and do battle when it arrives. It is a ponderous, nearly top-heavy thing.

John Sykes, rifleman, stands loindeep in the snow of the Hurtgen Forest, alone and afraid. His division is attacking. He must go on, but where, how? Yet somehow he does, and he gets there.

The doughboy, the tanker, the paratrooper "belong" to a division—and the division belongs to them. Separately and alone, all the men in all the divisions could do nothing. Together, as men of fighting divisions, they have regained a continent and destroyed an empire.

WHEN American troops swarmed across the beaches and up the Normandy cliffs on D-day, they were not fighting because they were part of

SHAEF, or First Army, or VII Corps. They went ashore as members of the 1st or 4th or 9th Divisions. When Patton's Third Army troops raced toward Epernay, the men doing the racing were the 7th Armored Division.

John Sykes went on patrol. Corps wanted a prisoner and told Division. Regiment said, "Get a prisoner," and so did Battalion. The company commander planned it, but John Sykes went quietly into the noise and the night and brought back a prisoner.

If you ask a soldier what outfit he belongs to he will more than likely say "M Company." If you press him, his next, considered, answer will be his division name—usually a nickname out of the unit's history or some peculiarity of its insignia. The Red Arrow for the 32d Division, Ozark for the 102d, or Indianhead for the 2d Division. He is quick to pick up any incident and attach it to his name with great pride. Thus did the 101st Airborne Division become the Fighting Bastards of Bastogne. So did the 79th become the Arrogant 79th when a German general issued a false report of the annihilation of "that arrogant unit." A member of the Fighting

First will rarely use any other designation unless it be the "Big Red One."

WHAT ships are to sailors, divisions are to soldiers. The Marine Corps, smaller, more compact, and less burdened with necessary house-keeping duties, is more fortunate; it can maintain its pride in the whole Corps. In the Army, basic *esprit* is tied to the division. The intangible spirit that took Cherbourg, crossed the Seine, and breached the Siegfried was, in the final analysis, divisional.

Any organization will do. Specialized units made use of the same spirit—Merrill's Marauders, the Rangers. In each case, a small, self-sufficient combat outfit. The division, the basic American fighting unit, fulfills the soldier's need for identity. General J. C. H. Lee recognized this compelling desire when he organized the Red Ball Express to supply our rapidly advancing divisions. The psychological factor of "belonging" gave the men who labored to keep that supply line going the impetus they needed.

Men recovered from wounds sometimes go AWOL to rejoin their old divisions. They got across the English Channel and France to rejoin their old outfits, even though they knew they could have spent weeks, even months, in comparative safety. The need to belong, the feeling of strength and power that comes from being a member of a definite organization is powerful and compelling.

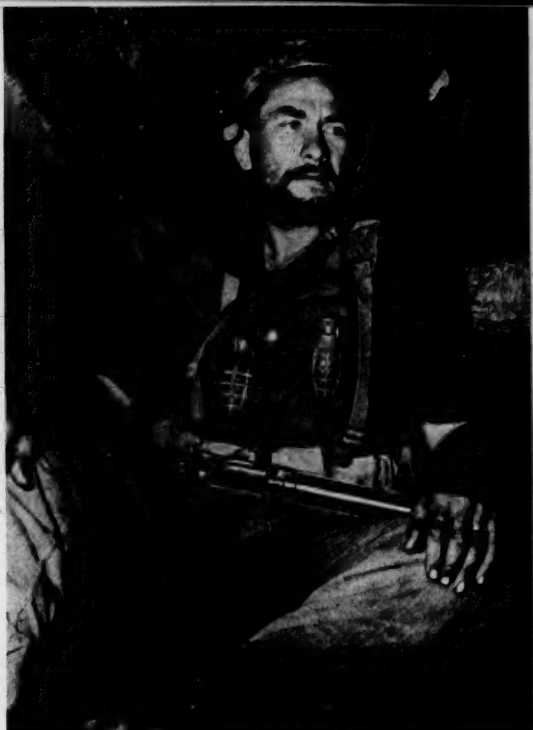
At the end of the war the agitation to "go home" did not stem from the men of the combat divisions. Their main question was not "when do I go home?" but "what are we going to do?" Many thousands would have volunteered to remain overseas—if they could stay with the "old outfits."

A division is more than fifteen thousand men, eighty-one rifle platoons, nine battalions. It is the men who man it, who died in it and for it. It's a battle flag and a war cry. It is the war horse of democracy. Without it you can neither tilt at windmills nor fight battles.

John Sykes snorted and crumpled the enemy's propaganda leaflet into a ball. "Surrender, Yankee soldier, or we will annihilate your outfit," it had said. John Sykes stepped around the burning halftrack and moved on through the torn village. Even in Korea, John Sykes knew better.



Dramatic pictures, such as this one of a Signal Corps' lineman, catch the eye of picture editors and get a good play in the press.



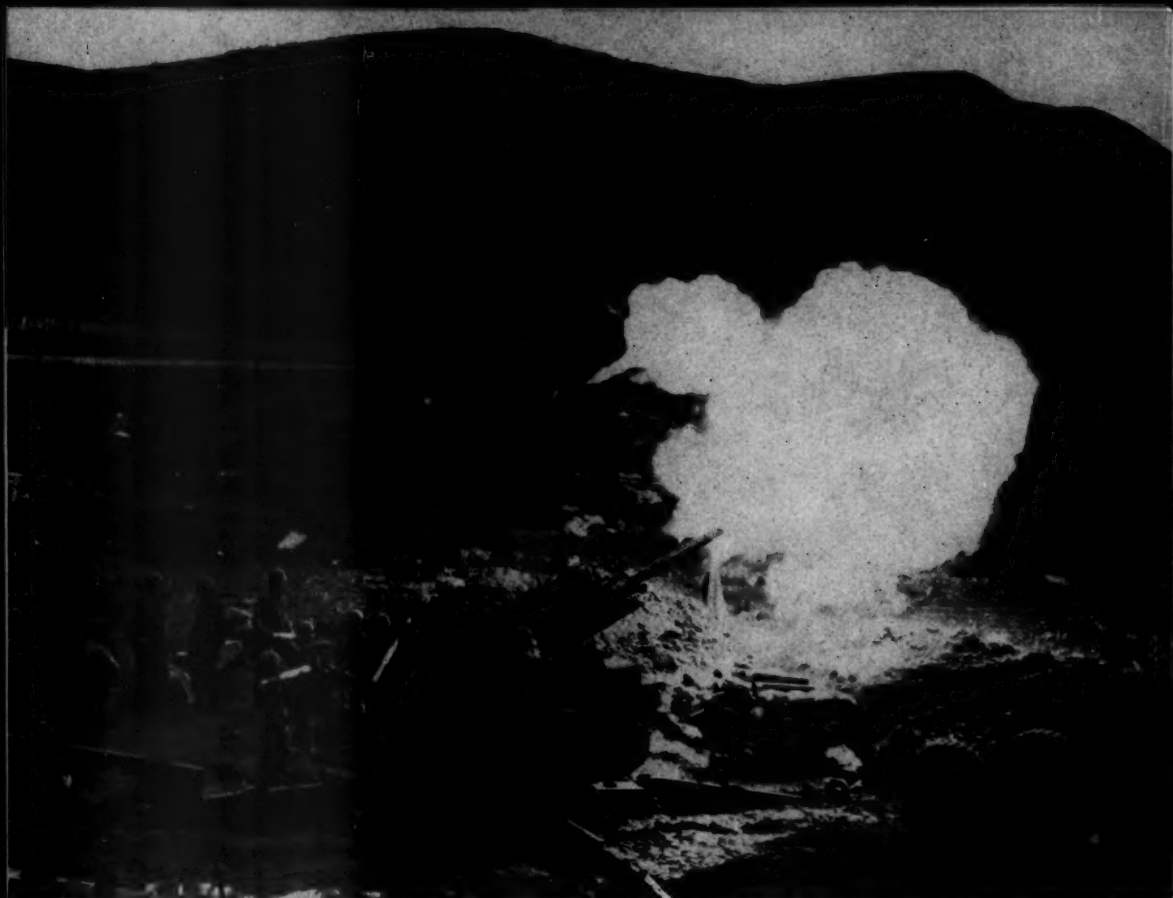
The face of the American fighting man tells more about war than thousands of words of description. Signal Corps cameramen are ever alert to catch the fleeting facial expressions that record the emotions of men in battle and the impact of battle on men.

COMBAT PHOTOGRAPHERS

Among the unknown and unappreciated soldiers who serve the men who man the guns are the combat photographers of the Signal Corps. To get the pictures a few of them have died and others have been wounded. Their work, but not their names, appears on the front pages of great newspapers and in magazines where the credit lines may read: "Signal Corps photo," "U. S. Army photo," or "Department of Defense photo." For more about combat photography see page 10.

Mail from home. The Signal Corps cameraman who caught this picture was recording a moment that is eventful in the life of combat men.

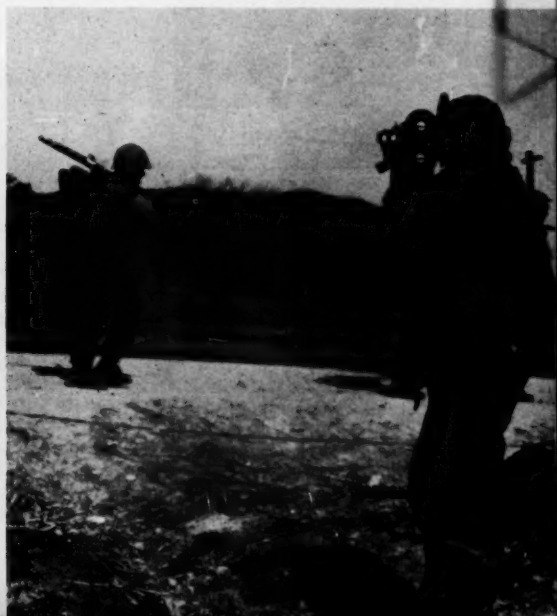




Pictures such as this one of 90mm. AA guns in action, are not only dramatic but can be of value to commanders, troops in training, and weapons experts.

This shot of a machine gun emplacement is of tactical interest.

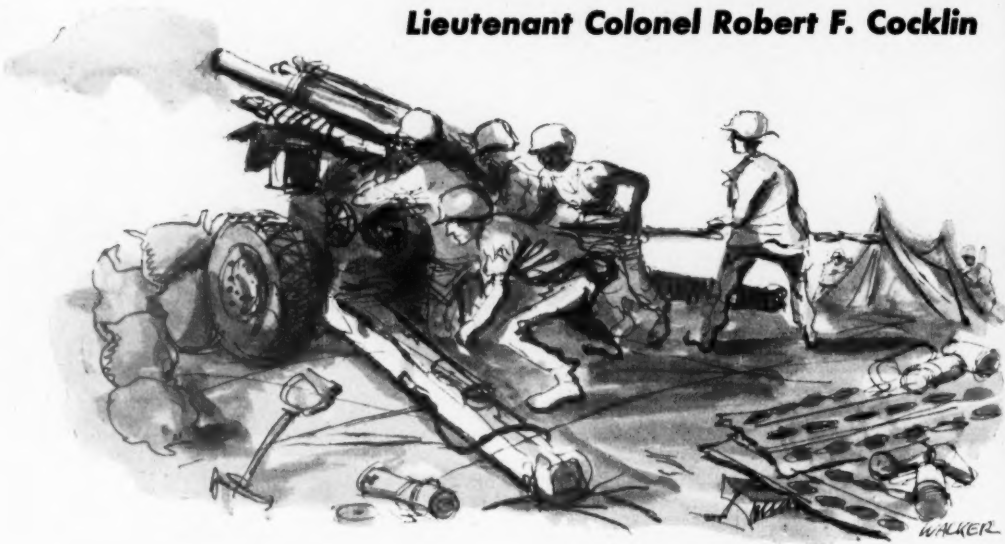
An Army motion picture photographer catches troops moving up.





What are the significant lessons artillery has learned in Korea? Here is a round-up of current information, touching almost every phase of artillery. The lessons learned suggest further questions that artillerymen everywhere can think about.

Lieutenant Colonel Robert F. Cocklin



Artillery in Korea

DESPITE the flow of combat information from Korea, many artillerymen still have unanswered questions. They all know that since the war some new twists have been given to artillery operations. But how are these working out?

What about the target-grid method of fire? The six-gun firing battery? These are only two of the questions out of a number. The special conditions in which the Eighth Army is fighting must also affect artillery. What these are and how artillerymen are meeting them are also of interest.

The COMBAT FORCES JOURNAL asked The Artillery School at Fort Sill to

list some questions and the School did so. The editors added a few of their own, some very basic and perhaps even naive.

To get the answers we enlisted the services of one artilleryman and one non-artilleryman. The artilleryman is Captain Homer Owsley, Jr., now in Washington, whose Korean experience consisted of a four-month hitch as an artillery forward observer, liaison officer, and battalion S-2 in the 13th Field Artillery Battalion, 24th Infantry Division. Captain Owsley's assistance in the preparation of this article was extremely valuable. And he was at all times careful to keep

his comments within the framework of his own experience and observation. His experience was typical and it is safe to conclude that most artillerymen with Korean experience would agree with most of what he has to say.

The non-artilleryman who helped us is Colonel S. L. A. Marshall, whose articles on Korean combat in our June issue have brought wide and favorable comment. Colonel Marshall observed the work of many artillery units during his own recent months at the Korean battlefronts.

Other artillerymen also read this article in its tentative draft and made

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helpful comments that are included in the article as it now appears.

Artillery's Mission

In Korea as anywhere else, the artilleryman's first job is to give close support to the infantry and secondly to take care of himself. Many times in recent months, the infantry support job has been a whole lot easier to handle than the job of keeping the Reds out of gun positions.

Infantry Support

Artillerymen are always concerned about, and maybe a little bit jealous of, the way the infantry uses their support. So a first question is "Do infantry commanders request fire from supporting artillery on targets that other weapons could destroy or neutralize?" Colonel Marshall retorts that such a question "is a quantitative rather than a qualitative matter." In many instances, infantry commanders have wasted their artillery support in Korea. However, both Colonel Marshall and Captain Owsley agree that in general, infantry officers do this less in Korea than they have often done in previous wars and that the situation is steadily improving as the doughboys assimilate more artillery education. Sometimes an infantry commander *has* to call on artillery for fire that normally would be provided by some direct-laying weapon that was left behind because of the weight.

They agree that artillery support has been adequate during the Korean action. During the early stages, severe shortages of weapons and ammunition made the situation desperate, but by

early fall enough stuff began to come in and there have been few deficiencies since. With the coming of spring and the thawing of the rice paddies the situation got tougher because there were fewer places for gun positions.

There have been times when the extremely wide frontage of infantry units precluded the use of all of the supporting artillery weapons. This seldom occurs now.

You can't get an argument up about how well the artillery is doing its job of supporting the infantry. Protective fires are laid down within fifty to 150 yards of friendly positions. Marshall reports one instance during an operation in February when 8-inch howitzers delivered fire fifty yards in front of our infantry. This was at a time when the doughboys had moved up beyond the range of supporting light batteries. Shorts falling into our own lines have been extremely rare and the general impression so far is that there is less of this than during the last war. Protective fires at night have had to be in close because the enemy likes to make night attacks.

To the question of the percentage of night artillery concentrations for general security as compared to concentrations on actual targets, Marshall and Owsley agree that it's about fifty-fifty. By now, our infantry units are pretty well seasoned and don't call for random fires just to discourage the enemy or interdict avenues of approach, unless the unit is really out on a limb. Owsley says that the customary procedure is for the artillery outfits to fire in at least three checkpoints (one on each flank and one down the middle) and then to fire on call. The difficulties in supply of ammunition don't permit much indiscriminate searching fire at night.

Close-in Support

The close-in protection of artillery position areas has been much more difficult in Korea than in World War II. Time and time again, cannoners have had to fight off the Reds with everything they could use. At least once, the gun crews of a battery were all that remained between the enemy and a complete disruption of a portion of the front lines. Artillerymen in Korea have had to learn more the hard way about this than about almost anything else.

In the organization of positions for close-in defense, artillery units gen-

erally endeavor to outpost the flanks of the position area with light machine guns, BARs (if they can get them), and maybe a detail of riflemen. Ground mount caliber .50 machine guns are sometimes used closer in. The effect is to establish a killing ground over the main slot as the enemy advances toward the guns. The multiple .50s or 40mm Bofors, if available, are integrated into the defense which is concerned not only with repulsing Red attacks but keeping an escape route open. The quad .50s are usually in blocking positions maintaining the infantry line and are not available at artillery positions. Quad .50s are needed for artillery use. A close-in perimeter in Korean-type fighting is dangerous.

There is no set SOP for maintaining a wide-awake guard during the hours of darkness, as each unit works it out for itself. Some battalions use a duty officer, sergeant of the guard, and a regularly checked guard detail.

Both Marshall and Owsley emphasize that artillerymen must be ready to handle the situation themselves when their gun positions are attacked. The infantry is not in position to help them for if the enemy has gotten through to guns, you can be sure that the doughboys are already having a rough time of it.

Because of the lack of enemy air and effective counterbattery our artillery units haven't paid enough attention to position camouflage and security. Discipline in this is necessary.



"There is little digging in until the enemy bomber comes over and then everybody digs like hell," Colonel Marshall observed. Owsley was most emphatic in urging a much greater emphasis in training on camouflage and security discipline within the position areas.

Korea artillerymen can be proud of what Colonel Marshall thinks of their actions in close-in support during withdrawals when infantry is breaking contact and the artillery must stay in position. "Once artillerymen are conditioned to the problem, they are quite effective," he said. "There are some startling examples of artillery fighting a rearguard action to permit withdrawal of infantry, particularly during the November battle. The manner in which the artillery stood the gaff is one of the bravest passages in the Korean story."

There seems to be unanimous agreement that the carbine currently authorized in artillery T/O&Es is inadequate for the defense of artillery positions. Whenever they can artillerymen get M1s. BARs are begged, borrowed or scrounged and there is urgent need to include these in artillery equipment tables. As a matter of fact, the infantry would like more of them too. The carbine isn't rugged and it's hard to keep it in operating condition.



The artillery guns themselves have held up very well. About the only special maintenance problems arise from dust and sand on the slides. It is difficult to understand how many of our artillery pieces got into Korea without gun covers but this apparently was the case.

We've already mentioned the need for additional quad .50s for artillery. Owsley believes it would be desirable to have more 40mm guns, too. The ground-mount .30s and .50s are useless against aircraft.

Ammunition

The big problem is to get adequate amounts of ammunition where they are needed. In general, the ammunition has been good although the problem of mixed lots remains unsolved. White phosphorus has been used extensively but unfortunately much of it has been old and defective.

Current stocks ought to improve the situation. White phosphorus against enemy personnel and dug-in positions gets excellent results when the ammunition is good, Owsley reports. Frequently employed at close ranges, in support of artillery positions it has worked well as an anti-personnel explosive and does provide some meager illumination in the target area. It is of course frequently used to mark targets for air strikes.

HE, HEVT, and WP are the most widely used shells in just about that order. There is very little use of straight time fire as the adjustment takes too long.

Both Marshall and Owsley commented on the need for special ammunition. They are especially emphatic on the need for rapid development of a suitable canister shell. Had canister been available early in the Korean action many artillerymen could have been saved with a terrific increase in enemy casualties.

A colored smoke shell with characteristics similar to the present WP shell should be developed to replace the present base-ejection smoke shell. Owsley believes that a WP shell that

could be used with the VT fuze would be helpful. There seems to be no real need for an artillery incendiary shell but one for infantry mortars might be of use. On the other hand, there is a need for a more generous distribution of artillery illuminating shells. These have been in great demand in Korea.

Motor Maintenance

Motor maintenance is a critical and continuing problem, not only for artillery but for all units. It has not been good for a number of reasons. In the early days in Korea, units were moving around so much that there wasn't time to permit proper maintenance. This, coupled with the inevitable shortage of necessary spare parts in combat units, deadlined an astonishing number of vehicles. Some officers say the Army is not realistic in its attitude about spare parts. In every theater during

World War II they were at a premium and the situation hasn't changed. To get and keep maximum mobility of our motorized vehicles, some system for the rapid and simple distribution of spare parts to the fighting elements needs to be developed. Continuing stress on constant maintenance, particularly by drivers, is recommended.

Artillery Bulldozers

There is a crying need for bulldozers to prepare gun positions, build roads across paddies, tow mired vehicles, and act as prime movers in mud and snow. In the Pacific during World War II, many artillery units were issued small dozers and they proved to be valuable pieces of equipment. No other major items of equipment were mentioned by Owsley or Marshall except to say that many units didn't have a full issue of authorized vehicles. A reserve for replacing seriously deadlined vehicles would make artillery more efficient.

Communications

As might be expected, artillery is using radio as its prime means of communication although wire is laid as



rapidly as possible. Frequent changing of positions makes it difficult to maintain wire communications and units also find it difficult to keep sufficient wire on hand.

The recovery of used wire is a continuous operation but it frequently falls behind current needs. Of course, the terrain itself works against wire communications and makes it extremely difficult to lay wire. Some wire has been laid by helicopters. However, there aren't enough 'copters so they don't do any major wire laying jobs. Wire laying by grenade launchers doesn't work too well and besides, the troops have thrown away practically all of the launchers. Marshall believes they should be restored.

Owsley mentioned that most forward observers weld DR-8 reels on their jeeps and lay wire as far forward as the jeep can go.

Artillerymen agree that the 600 series radios are not filling the bill. From his experience as a forward observer Owsley says that more often than not, relay stations were required to get fire missions back to the fire direction center. Battery packs give out too quickly. The sets themselves are not rugged enough for rough, long-range work. Whenever they can get them artillerymen in Korea are using infantry 300 sets.

Forward observers are not particularly taken with the SCR-536. They don't carry well over a quarter-mile of Korean terrain and there isn't a great need for them in shorter distances. Of course, weight is all important in items of equipment used by forward observers. An FO can't operate with the infantry from his jeep so most of the time he legs it. Therefore, he evaluates pretty carefully just what he's going to carry and three radio sets are beyond his means.

The use of pyrotechnics for signaling has been completely neglected even though there have been occasions where they would have been life-savers. Apparently supplies are not available to the troops.

The converter M-209 and operations codes are not widely used. Units do not have enough trained personnel to handle them and they are time-consuming. Units make up their own codes.

Owsley and Marshall said that they had never heard reports that ham operators in the States were interfering with artillery communication nets.

Of the use of artillery commu-

nica- tions net to transmit intelligence information, Marshall said: "The artillery net is being used some for this purpose but not nearly enough. I am convinced that the artillery net is more acutely sensitive to the general situation along the front, and the sudden changes therein, than are the other division resources. What is learned at the bottom goes up top rapidly and uniformly and there is composed quickly. But within the infantry, truly vital information may be blocked out at any level, for example, if a battalion commander wishes to prove his coolness, and therefore understates the extent and nature of enemy resistance. I saw some startling examples of this difference in the speed and accuracy of evaluation of what occurs along the front. This raises the question about the physical locating of the division artillery headquarters and whether it is not more perfectly able to serve the needs of the division when it is joined directly to the division headquarters. Also, if that question is examined thoroughly, it might be found that some economies of manpower could be effected. My impression is that there are still too many cooks, bottle-washers and supernumeraries around higher headquarters, while the actual operating staff is small for around-the-clock operations."

Owsley added that in his outfit FOs were required to turn in periodic position and intelligence reports to artillery battalion S-2 for transmission on to division artillery headquarters as well as to the supported infantry unit.

Gunnery

Artillerymen in Korea are enthusiastic about the target-grid method of observed fire. They agree that it permits a faster and more accurate shoot although Owsley brought out the point that, in the early days, FOs and FDC personnel were not well-enough trained in the method to make it work as well as it should. He felt that too much emphasis had been placed on how easy it is to shoot by this method, when actually serious training is just as important as in learning to shoot by any other method.

Battalion FDC operations function well. Multiple fire missions are handled in various ways; HCO and VCO handling separate missions; and of course there have been a lot of missions assigned directly to the battery FDCs. There is a need for much more training of men who man fire direction centers, Owsley thinks. This, as he sees it, is one of the weaker links in artillery operations.

It was mentioned earlier that time fire was not widely used. This is par-



tially because most FOs are clumsy with it, the VT fuze has filled the void, and because good time adjustments just take too long.

Owsley reports that the SOP in his outfit for firing on dug-in troops was to give them a blast of WP to get them out of the holes then come in with HEVT.

Surprise fire (fire for effect without preceding adjustment) has been used frequently when Reds have been caught in retreats or other massed situations. There seems to be no SOP for getting required data for these shoots other than by-guess-and-by-god. Shooting of this kind is right from the hip using coordinates when possible. Neither Owsley nor Marshall had heard of instances where artillery supporting fires using time or VT were placed directly over our own tanks.

Organization

The only real organizational difficulty encountered by artillery units in Korea has been the old one of keeping units anywhere near up to operating strength. The T/Os are generally considered adequate. There are always situations where more men are needed at a given spot at a particular time but usually artillery units have been able to meet these emergencies when they are nearly up to strength.

Six-Gun Battery

The six-gun battery seems to be working out very well. The fifty per cent increase in fire power has been a great help and the consensus is that this is a fine improvement. For around-the-clock operations, batteries split up their fire-direction personnel and divide their gun sections using about four cannoneers to each. The three forward observer sections per battalion are a big improvement and all are usually constantly employed.

Tactical Air Support

The ramifications of tactical air support are wide but some comment on portions of the problem most closely allied with artillery operations may be enlightening. Unfortunately neither of our observers saw a fire support coordination section in action.

However, Colonel Marshall has winnowed out a good deal of the chaff in his answers to a couple of questions on the roles of artillery and air tactical support. He points out

first of all, that artillery support is on an around-the-clock basis while air support, particularly by the Air Force, is limited to daylight hours and somewhat by the weather. But, he says, "There are certain things air can do which artillery can't. It has tremendous shock effect when well laid on. Enemy machine guns will continue to chatter away from well-concealed bunker positions after an all-day shelling by artillery. But if air hits dead center there is invariably a let-up of from five to twenty minutes, even if the guns and men have not been wiped out. This gives the infantry a closing opportunity, and sometimes it can drive the bolt clear home in these minutes. *The effects of air and artillery are reciprocal rather than duplicatory* and if we all begin to understand that, we would more perfectly integrate the use of both weapons."

Owsley agrees with this and points out that the infantry felt that the "approved solution" was to have the artillery plaster a position, lift the artillery and have the air unload rockets and napalm, and then have the artillery resume its barrage until the doughboys were within fifty or a hundred yards of the position.

One of the touchiest points in this tactical air support problem concerns the control of air missions and the identification of the targets. There is pretty general agreement that the tactical air control party as presently constituted is not the whole answer although it's working better all of the time. Two drawbacks are that TACP with its equipment can't get up close enough to the front lines to actually see the targets, and the communications set-up between the front-lines and the planes themselves is too cumbersome. If TACP were further forward it could give more help in guiding the planes to the target.

Both Marshall and Owsley feel that we're not going to have really inte-

grated artillery and air support until the air missions are handled through the artillery forward observers. The communications set-up can be simplified by direct communication from the controller on the front-line ground to either dragon-fly (division artillery air control) or the mosquito control up with the fighters. Better target identification and quicker air strikes are needed. Obviously, there is no perfect solution, but experience and education for artillerymen in handling the air strikes should answer most of the misgivings.

Maps

The accuracy of maps used in Korea is spotty at best. Most of them appear to be pretty good in distance but are frequently off on altitudes, road locations, and other details.

Forward and air observation have pretty much followed the pattern of World War II. Division artillery usually controls the liaison aircraft and most of the time there is close coordination between air and ground observers to fill in the blind spots.

Naval Gunfire Support

In the absence of any dope on FSCC operations, we can only cover the naval gunfire support that has been coordinated by our own artillerymen. This has usually been handled by sending a liaison party (often a spare liaison pilot) onto the control ship with a 600 radio and using the naval guns as another battalion of artillery. Worked well, too.

Training

Several pertinent points on training were developed. One concerned "jack-of-all-trades" training—whether artillerymen should be trained in both antiaircraft artillery and field artillery, or whether they should develop a specialty within their branch. So far, the AA have adapted themselves very well to the FA role when not employed at shooting at the enemy aircraft. Colonel Marshall believes this whole problem will solve itself by the free rein under which it is currently operating. Whether field artillery officers should try to become expert AA officers too, gets into imponderables: "How good is a man? How much can we expect the average officer to know?" Owsley feels that for an officer to develop and maintain the proficiency required might spread himself too thin. As it stands, the



antiaircraft artillerymen are doing a good job of learning to be field artillerymen without waiting for the word.

Artillery Needs Infantry Training

Both of our observers believe that all artillerymen need much more indoctrination in basic infantry tactics. Not so much just to understand the doughboys' problems, but in order to take care of themselves. Protection of positions, proper use of terrain features, protection on the march, and the close work with infantry troops all point to the need for more training in basic infantry tactics.

There were numerous instances where training deficiencies showed up often enough to indicate that they were pretty general. Radio and telephone procedure was one of the glaring weaknesses. Though this appears frequently on the training schedules of most units, the fact still remains that in Korea, it wasn't good.

Physical conditioning was learned the hard way. A nation that teethes in a stroller and moves into military service from a hot-rod needs lots of push-ups and hiking to beat up and down the hills of Korea. Army Field Forces is insisting on thorough physical conditioning, but most officers back from Korea feel strongly that our pre-combat training is too soft.

Camouflage and security discipline need more emphasis, too. Even though we've had air and artillery superiority we've lost troops and equipment through failure to be serious about cover, concealment and security discipline.

There's a need too, among artillery officers, for more training time in gunnery and FDC.

Leadership and Morale

Leadership and morale are not purely artillery but without good leadership and high morale no artillery outfit can do its job. Colonel Marshall has some strong thoughts on this: "Considering the situation itself, I would say that the Eighth Army has managed to solve its main problems in the morale sphere. There has been no real panic among troops at any time during these past seven months, despite any report to the contrary. Discipline is better than it was in the best armies of World War II. There is no malingering and almost no combat fatigue. The crime rate is low; VD is no problem. Men respond well to their officers. Of course the tactical units know fear, but the control of it

is really extraordinary." Owsley agreed with this but added that too much was learned the hard way and that discipline should be tightened up even more in training.

What incentive motivates outstanding performance in battle under such adverse conditions as our troops know in Korea? Colonel Marshall says it's "the spirit of the 'good company' above all else. There is greater pride-in-unit than I have seen in many years, and greater rivalry between units. They all want to be known as 'the best.' Every act of recognition helps, particularly a well-known story which points to their example." To this Owsley added an interesting point: "The main feeling is to get the job done and get back home, but there is a real underlying motivation in most of the soldiers in wanting to keep America the way it is now."

Two major weaknesses were recorded. The first concerns the weakness of supply discipline. Too much wastage. Too much of letting men throw away that which they will need later, whether helmet or grenade. At battalion level this is a particular weakness; the buck is passed to the company or battery commander when it should be decided by command on the basis of a broader perspective. As a general criticism, Marshall feels that we fail to use and coordinate our total logistical resources to ease the haul for units in the attack.

Owsley noted a weakness in leadership among noncoms which of course

stems right back to poor leadership by officers. Far too often, officers are handling jobs which belong to noncoms. This lowers the prestige of the noncoms and affects the efficiency of the organization. This weakness is prevalent not only in Korea, but throughout the Army.

One question was whether General Dean's example of personal courage served as an inspiring example or possibly as a poor object lesson to his subordinate commanders. Colonel Marshall replied, "I think Dean's personal example was of inestimable value to all ranks. He is still discussed, always with admiration. If his life was taken, it was well spent." Owsley agrees fully, but adds that "it's a sad commentary on the situation when a general has to be up firing a bazooka."

Marshall has been closely concerned for many years with problems of leadership particularly at the lower levels. In his book, *Men Against Fire*, he stated that in World War II, only twenty-five per cent of the riflemen fired their rifles in any given fire fight. One of the questioners asked how the Korean experience fitted this statement. Marshall answers that the ratio of fire in the infantry line in Korea has soared. He estimates that we have doubled the volume to around fifty per cent and thinks that this is about as good as can be expected. He feels that noncoms are doing a more careful job of checking the fire along the line.



The "Professor of Leadership"
transformed 800 resentful,
troublesome sailors into a prideful
battalion that was consistently—



Low Number on the Trouble Board

Commander William J. Lederer

IN 1944 I was ordered to the Naval Training Station, Newport, Rhode Island, for shore duty. My job was to teach the crews how to get along with each other and to suggest to the officers and petty officers how to get the most from their men.

I was the Professor of Leadership. Whenever I saw leadership principles violated at the Training Station I squawked. My biggest complaint concerned the Negro stewards. Nine Negroes per day per thousand men (the Navy method of calculating the "mast rate") attended the commanding offi-

COMMANDER WILLIAM J. LEDERER, USN, is an Annapolis graduate who entered the Naval Academy from the ranks. A prolific writer, his stories and articles have appeared in many national magazines including *The Saturday Evening Post* and *Reader's Digest*. For a time he was Chief of the Magazine and Book Section, Office of Public Information, Department of Defense. As a personal note the editors of *COMBAT FORCES JOURNAL* can add that they have had no stauncher friend and well-wisher in the Pentagon than this wise and witty sailor. Recently he completed a year's study at Harvard.

cer's court. This was more than twice the rate of the white sailors.

Some officers told me the Negroes' capacity for getting into trouble was inherent in their race. I disagreed and said that the Negroes were badly led. We fought at great length on this, some officers accused me of trying to give the Negroes greater privileges than the whites ("you and Mrs. Roosevelt," they said). At one weekly staff meeting, during my harangue, I noticed a steely glint in my boss's eye. When I finished, the Old Man tapped his pencil for a few seconds.

"Bill," he said, calling me by my nickname for the first time, "just how important do you think this steward's mates situation is?"

"The most pressing leadership problem on the station, sir."

The Old Man laughed. "Starting tomorrow you're commanding officer of the Stewards' Battalion. You'll have Barracks K. You'll have 'em all under your wing. I'm ordering every steward and steward's mate at Newport to report to you, day after to-

morrow."

He went to the blackboard, drew a large numeral nine and a large numeral four.

"Nine Negroes per thousand per day," he said, "are in trouble—out of uniform, insubordination, drunkenness, stealing, AWOL. Four white sailors per thousand per day get in trouble. How long, Mr. Professor of Leadership, will it take to bring that nine down to four?"

"Six weeks, sir."

One of the captains snickered, "Boy, have you a surprise in store!"

THE Old Man permitted me to choose three officers as my assistants. I picked the three best on the station. The barracks assigned us weren't as high quality as my staff. They needed cleaning and painting. Some lacked bunks. We had two days to get ready, and at the end of the first day I knew the place wouldn't—couldn't—be in shape by the time the stewards arrived the next evening.

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We were just about to knock off for dinner when the telephone rang. "This is the Administration Building."

"This is Lederer."

"The stewards will arrive in a few minutes . . ."

"Wait a minute! They're not due 'til tomorrow night . . ."

"The orders've gone out. We can't stop them now. Stand by to receive your new troops."

"Hey!" I shouted.

Looking out through the dirty windows of Barracks K, I inspected my new command. What I saw made me swallow hard. Outside was a mob of obviously restless, angry Negroes—about eight hundred of them. Most of them were shouting.

I wasn't sure what to do next. Even the scenery outside had changed within thirty minutes. Before the men showed up, the front of Barracks K had been cheery and pink in the glow

of the New England sunset. Now, as the cold Newport night darkened the streets, everything looked terrible. Eight hundred seething men were outside my office, clamoring for a place to sleep.

"They told us to report to you, Commander," said a spokesman who entered the office.

"Where are your orders?" I said, stalling for time.

"We haven't any orders. They just told us to come and report to you."

Few of the mob had seabags and mattresses; some had little more than the clothes on their backs.

A tall Negro in a tattered serving blouse entered, his teeth chattering. "Sir," he said, "it's getting powerful cold out there. Some of the men'd like to know about getting a place to sleep."

I tried to appear cocksure. "We'll fix you up in a few minutes. Wait outside."

"I lost my peacoat, sir, and it's powerful cold outside."

Lieutenant Hilger came in. "We're shy a hundred and twelve bunks, sir."

Some of the Negroes heard him.

"We'll be sleepin' on the floor."

"They're segregating us in the worst barracks."

I turned to Hilger. "Go outside and form the men in ranks."

Hilger grinned, "What does the Leadership theory say about this situation, Professor? That mob's awful mad."

It was up to me. Twenty-four hours ago I had been the Professor of Leadership with Hilger as one of my assistants. Our job had been to teach 2,000 officers and about 4,000 petty officers how to get the most from their men. I was supposed to be Newport's expert on handling personnel. I was the guy who, for a year, had pointed out that we had a problem. Now, with me in charge of all stewards, every

"I know the best platoon and the worst; among the eight hundred of you I know the best man and the worst."



officer on the station wanted to see how "the expert" would handle things.

Hilger returned before I had a chance to get any more jittery.

"They're in ranks, sir."

"March them into the barracks, assign bunks catch as catch can . . ."

"What about the 112 bunks short?"

"Steal them from the barracks next door . . ."

"They belong to the USS . . ."

"I know, but they're on a three-day cruise."

FOR two days we went from one extreme to the other to keep bodies and morale together. My staff and I lived at Barracks K, trying to get organized. We slept on cots in the abandoned washroom—we didn't dare leave the joint. Our bodies and morale weren't kept together too well.

The stewards had reported to us from cubbyholes all over Newport. Some had been quartered in ante-rooms off officers' mess halls, some in out-of-the-way barracks. They felt that collecting them under one roof was segregation. We had neither muster lists nor the men's records. The administrative office had informed us how many men we should have by number, but not by name. We were almost a hundred bodies short. But we didn't know who was absent.

For a week we pleaded, fought, cajoled, and threatened those eight hundred Negroes. They were belligerent and on the defensive. They even made excuses when nothing was wrong. But plenty went wrong. The guards at the gate telephoned, at what seemed to be ten-minute intervals, to say that some steward had tried to sneak out without a liberty card. At every mealtime the master-at-arms at one of the officers' messes rang up to complain that no stewards were present to serve meals.

AT the end of the first hectic week the mast rate for Negroes had increased from nine to sixteen per thousand per day. Four times as many Negroes, in proportion to whites, were in official trouble. The big brass said he didn't like my new-fangled leadership methods and that if something didn't happen in a hurry, he'd put a good bos'n's mate in charge in my place.

I acquired several things that first week: a beauty of a cold, a terrific

competitive spirit, and the beginnings of an understanding of the men. It was apparent that they hungered for recognition of some sort, and the more aggressive among them unconsciously battled to be identified as individuals; they assumed that people in authority were against them (often a correct assumption); and finally, because good leadership had not been given them, they had acquired some inefficient and disorderly habits.

At the end of the first week it appeared evident that their problem was an emotional one. I decided that the situation needed airing, so I called a meeting for all hands in the auditorium. Rounding up the gang turned out to be tough. The men made excuses for absenting themselves; some pleaded work to be done, some whimpered that their backs hurt, etc. Despite efficient rounding up and mustering, many didn't show up. I started the lecture anyhow.

Getting on the auditorium stage, I gave the sailors the straight stuff. "You sailors are black and because of this you have two strikes on you before you even start."

I read out the troubles they had got into during the past week.

"Now," I told them, "I want to sell you a bill of goods."

We turned out the lights and showed a war movie on the screen. It started with Marines trying to land on an island from LSTs. For about fifteen minutes the picture told the story of Marines wading through the high surf trying to establish a beachhead. Suddenly the Japs started machine-gunning, killing many Marines. I stopped the picture momentarily.

"The Marines here have two strikes on them, but if they turn back now and try to run back to the ship, they may get into an even worse jam. What should they do?"

"Get in there and wipe out the Japs!" someone shouted.

The picture resumed. The Marines captured the beachhead. A Jap plane flew over the hill, blew up the two LSTs. I stopped the picture again. "See what would have happened if the Marines had got scared by having two strikes on them and gone back to the ships?"

The picture continued. Inch by inch the Marines crawled up the beach, demolished Jap pillboxes, and finally took the small island. The picture ended with scenes of the Marines inspecting the dead Japs.

"You see those dead Japs?" I asked

the stewards. "They lost. You see the Marines? They won. Now remember this, it's easier and more pleasant to be a winner than it is to be a loser."

SILENCE from the audience. I wasn't certain they grasped my point. "Look," I said, reading from a list, "where are the following men now?" I read out the names of thirteen stewards.

The crowd laughed. "They're in the brig."

"Those guys are the losers around here. Now, I want all men who live in Dormitory 12 to stand up."

About thirty Negroes rose.

"Come up on the stage."

They were suspicious and tried to sit down, to melt back into anonymity; Hilger grabbed them and pushed them up to the stage.

"Form two ranks!" I ordered.

The men lined up.

"Thirteen of our men are now in the brig. Now I want you all to look at these thirty up here. I want to make an additional example of them."

They nervously shifted their weight.

"Stand at attention," I said roughly.

I looked at the thirty men. They avoided my eyes.

"For the past week," I continued, "I've been inspecting you all. I've inspected all the dormitories every morning; I've inspected the BOQs you all take care of; I've watched you as you all marched about the station; I've inspected every man's uniform at formation in the morning. I marked every group and every man. I know the best platoon and the worst; among the 800 of you I know the best man and the worst."

I walked up and down in front of the men on the stage, glaring at them. Then I addressed their petty officer.

"I'm setting an example of you and your men. Do you know what'll happen to you?"

He mumbled something.

"Speak up," I said gruffly, bringing him in front of the microphone.

"I suppose we'll all get extra duty."

I handed him some papers.

"There's one for each of you men."

"Yes, sir," he said sullenly.

"Read what's on the paper . . . over the microphone so everyone can hear."

The man opened the paper slowly, looking as though he were about to be whipped in public. As his eyes swept over the paper he grinned, then began to read aloud.

"The men of Dormitory 12 have stood highest for the past week in all branches of competition. They have been the smartest looking men in Barracks K. They have done their work better than any other group. Commencing immediately they are granted special three-day 'winner's liberty.' During their special three-day 'winner's liberty' all the duties of the winning group will be taken over by the men in Dormitory 7—the men who got the lowest mark for the week."

The men on the stage laughed. I handed their petty officer a blue flag with a yellow E on it.

"This is your flag for a week. Carry it wherever you go. Bring it to all formations. It'll let everyone know that the men of Dormitory 12 are the champions. Okay, now march back to the barracks, put on your liberty clothes, and shove off."

EVERY week we held a "winner's ceremony." When a man did anything extra well or appeared extra neat he was publicly praised. No one was ever scolded. No matter what a man did, he wasn't scolded. I talked to culprits in private, pointing out how I was working hard to help the stewards get ahead and how he hurt me and all Negroes in America by not cooperating. Often the bad ones left my office crying.

My staff and I wrote personal letters to the families of every steward under our command. They were short letters saying that Johnny was getting along fine, that he'd probably go to sea in a month, that he was the member of the winning company, etc.

Meanwhile, we posted a big sign called "The Trouble Board." Whenever a man got into trouble his name went on the board. The daily mast rate went on display so that my men could tell how the stewards' unit compared with the other sailors.

At a later meeting I told them the story of Abe Brown; I tried to point out to them that stewards have important places in the Navy. At the end of the meeting I asked if there were any questions.

A big mulatto came forward. "On Saturdays," he said, "the other sailors go to Captain's inspection and after inspection they march in competition in front of the Old Man."

"That's right."

"We don't get inspected. How come?"

"The captain's inspection isn't over

until eleven and you all have to be getting the officers' messes ready for lunch."

"I dunno," said the man, "half of us could get lunch ready while the other half gets inspected. I think we could show up the rest of the sailors."

"Okay," I said, "we'll do that. We'll show the whole damn training station, 20,000 men, that us 800 stewards are the best-looking, best marching crowd here. We'll march rings around them."

NOW we had something to shoot for. For a few weeks we delayed going to inspections. During this time we made up drill teams which practiced marching three and four hours a day. This was voluntary; other units drilled only two hours a week.

We organized for neatness. The men pitched in money and bought electric irons and two washing machines. They bought new blues and new shoes and set up their own barbershop. The activities in Barracks K assumed the proportions of a holy war.

We kept our activities secret; in fact when I asked the Old Man for permission to participate in the Saturday inspection and marching competition I was apologetic.

"We may not do so well, but it'll do the stewards good to go up against some real sailors. Give 'em something to aim at."

The Old Man hesitated. "We'll have some admirals up here from Washington next week," he said, "and I want them to get a good impression of the place."

"They should get a true picture of what's happening though, sir, don't you think, even though all of it might not be up to standards?"

"Okay," he said, "have your gang at Saturday's inspection."

On Saturday the men held reveille at 0400. At 0930 I put them through a preview. Every neckerchief was pressed and hung at the same height. All hats gleamed white and sat square.

When the time came to march off to the inspection grounds, the senior steward came up. "Shall I march them off, sir?"

"No."

Then I made a short speech during which I nearly started crying.

"Men, I'm supposed to be in the reviewing stand to watch you pass by during marching competition and

personnel inspection. But you all look so wonderful and I'm so proud of you that I want to march with you. Squads right—march!" And off we went to the parade grounds, with me marching ahead of the colored stewards.

Personnel inspection went off as I had expected. The inspecting officers nearly bit their tongues off congratulating us when they saw the excellence of our crew. The men felt sure of themselves and they looked it.

Next came the marching competition. We were the last to go on. All went well until we formed into platoon fronts to pass in review. As we made the turn to come down the home stretch, where all the big brass stood, the station bands shifted and in so doing they changed the marching cadence.

This threw my men off, the lines broke. We were still about three hundred yards from the reviewing stand.

It's all or nothing now, I said to myself, turning and holding up my hand.

"Battalion—halt!"

Walking over to the station bands I told them to stop playing, not to play at all for my troops.

Up on the stand I noticed the nervous movements of the Old Man as he talked to the big brass from Washington. Apparently he didn't know what the hell was happening.

I went back to the head of my troops. "Platoon leaders will call cadence just like they do in practice. Battalion forward—march!"

The platoon leaders sang out the beat. They didn't call out "hup, hup" as one normally hears on the drill field. They gave out boogie-woogie.

"Bumm a dida doodle whah dee dum, hup hup hup!"

The men caught it. Now they were on their own. This was their beat and their show. They held their heads a little higher and stood a bit straighter. They marched down that field like a machine. Click, clack, click, clack. Their lines held straight.

As we passed the reviewers I broke off and went to the stand.

The admirals shook my hand and awarded us the first prize.

WELL, I could go on for a long time, telling you about what my lads went on to do, but the significant thing is what our "Trouble Board" said at the end of six weeks:

AVERAGE TROUBLE RATE FOR STATION	4.3
TROUBLE RATE FOR STEWARDS	1.3

The Evacuation of Hungnam

Captain William McCallam, Jr.

THE evacuation of 100,000 troops with all impedimenta through the port of Hungnam, North Korea, in December 1950 was an operation of great magnitude and complexity, successfully performed while the X Corps was under pressure from a numerically superior enemy. Not a piece of usable equipment was left behind. The real contrast with past tactical evacuations was the completeness and orderliness of the operation despite repeated enemy attacks on the beach-head.

The role of the 2d Engineer Special Brigade in the evacuation of Hungnam was important to the success of the operation, touching almost every facet of it vitally. For example, the Brigade commander was also the port commander. In addition to other duties the Brigade was assigned the responsibility of outloading all of the Corps' elements through the port in a period of two weeks.

LSTs, LSUs and similar landing ships and craft were beached for outloading at the inner harbor's dock facilities and at Green Beach, immediately adjacent thereto.

Dock No. 1 would berth four vessels, Dock No. 3 two, and Dock No. 4 two. Dock No. 2 was relatively short and was used for landing small boats. A considerable amount of port reconstruction, road building and general rehabilitation of the area had been accomplished by the Brigade from the time its advance party arrived in Hungnam three weeks before the port opened. However, some new construction was necessary to handle the evacuation of cargo, vehicles, and personnel. These new projects had to be started as late as the day before the tactical exodus. Among these projects were the clearing of additional assembly areas in the port, the erection of

some one hundred squad tents as transient billets, and the repair of damaged rail lines.

The plans for the evacuation of X Corps through the port were announced by the Corps commander on 9 December. The manifest inadequacy in the strength of the Brigade was recognized by the Corps commander, who ordered the attachment of an engineer construction battalion, two military police companies, two engineer combat companies, a battery of antiaircraft artillery, less equipment, and a reinforced shore party company

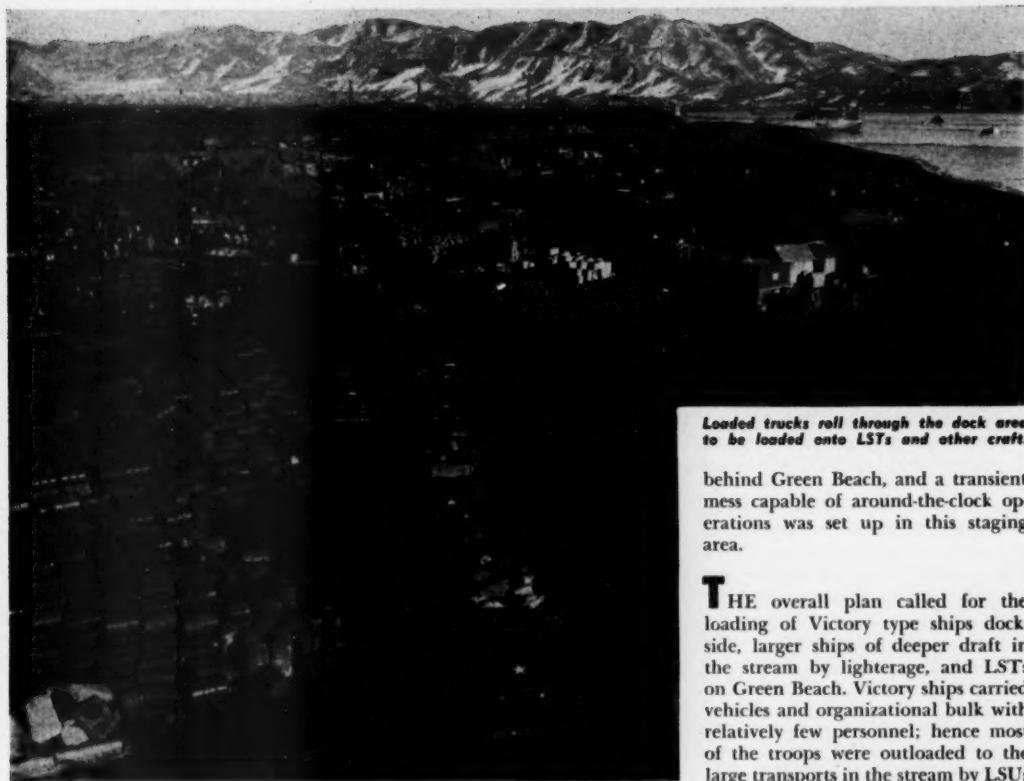
of Marines. Native labor, relatively plentiful in the early stages of port operation, became increasingly scarce as the Reds approached and had to be almost completely replaced in the latter stages by soldier labor. Consideration for security in the port area at a time when it was particularly vulnerable to sabotage was also a factor in sharply limiting the use of natives.

TO better equip it for executing its assigned missions, the Brigade was reorganized. Full use of dockside facil-

Korean refugees served as laborers on the Hungnam waterfront, moving ammunition and other supplies onto ships at the docks.



CAPTAIN WILLIAM MCCALLAM, JR., Corps of Engineers, was assistant operations officer of the 2d Engineer Special Brigade during the evacuation of Hungnam.



Loaded trucks roll through the dock area to be loaded onto LSTs and other craft.

ities for ocean-going vessels and of Green Beach for LSTs and lighterage to ships in the stream was essential, and a specific definition of responsibility for each of these functions was necessary. Therefore, the major subordinate unit of the Brigade—the 532d Engineer Boat and Shore Regiment—was assigned the responsibility for the loading of all vessels dockside, excluding those which were later double-banked to ships occupying berths at the docks and loaded by lighterage from Green Beach. The mission of operating Green Beach was assigned to a provisional shore party battalion, organized for the specific task from organic service elements of the Brigade and its attached units. This provisional unit was commanded by the S-4 of the Brigade and got its officer strength from staff sections of the Brigade. The troops were from a reinforced shore party company of the 1st Marine Shore Party Battalion, plus Companies A and C, 73d Engineer Combat Battalion, Battery C, 115th AAA Battalion, and certain special troops from the Brigade.

Security became the sole responsibility of Company A, 56th Amphibian Tank and Tractor Battalion, which established a series of outposts around the port perimeter and organized a mobile riot squad. Traffic control logically fell to the 58th and 88th Military Police Companies, which set up a rigid system of control both in the port area and along the main roads leading into it. To outload the 18,000 vehicles of the Corps in a short period of time, traffic snarls had to be kept at an absolute minimum and no convoys were permitted to enter the limited port area unless they were specifically earmarked for immediate loading or for movement into a designated vehicle assembly area.

The tasks of clearing additional assembly areas and of establishing and operating staging areas for units being outloaded were assigned to the 79th Engineer Construction Battalion. Six large vehicle assembly areas were rapidly cleared at strategic points throughout the port, one hundred squad tents were erected immediately

behind Green Beach, and a transient mess capable of around-the-clock operations was set up in this staging area.

THE overall plan called for the loading of Victory type ships dockside, larger ships of deeper draft in the stream by lighterage, and LSTs on Green Beach. Victory ships carried vehicles and organizational bulk with relatively few personnel; hence most of the troops were outloaded to the large transports in the stream by LSUs and LCMs. One exception was the outloading of ROK troops aboard Victory ships as well as certain APAs, by lighterage from Green Beach to ships double-banked to vessels being loaded from dockside at the same time. Although this method of loading occasionally interfered with dockside operations, the added capacity more than justified its continued use.

In order to put all available dockside berths to full use, clockwork precision in moving vessels in and out was essential. The important functions of harbor master and pilot were performed by an engineer officer. The superior job performed by this officer resulted in the smooth and rapid movement of ships in and out of berths when time was at a premium; no dockside space remained empty longer than it took to move the next ship from the anchorage area into loading position.

Such precision in ship movements would have been wasted had not the scheduled movement of units and equipment to dockside berths and beach slots been as efficient. The rapid turnover of vessels and lighter-

age in both the dock and beach areas required close and constant coordination.

PRIORITIES for the outloading of major units were established by the Corps commander. The 1st Marine Division was given first priority, and its elements began loading upon arrival at Hungnam. The Marines were followed by the 7th Infantry Division and the 3d Infantry Division in that order; miscellaneous Corps units phased out as the situation permitted. A steady stream of troops, vehicles and cargo flowed through the port from 11 to 23 December. On the final date all but the last tactical covering force had been successfully evacuated. One vehicle per minute for twelve days, day and night, had moved through the port.

A large number of unserviceable ordnance vehicles, large quantities of all classes of supplies, and over 100,000 refugees also were shipped out from Hungnam. We had such complete control of the tactical situation that the Corps commander decided that nothing of potential value to the enemy would be left behind. Even railroad boxcars recently shipped from Japan by the ECA in the planned rehabilitation of the country were loaded aboard ships for redeployment to other areas. Among the unserviceable ordnance vehicles outloaded were heavy tanks and other tracked vehicles. Rations, POL, and ammunition of all types represented by far the largest proportion of supplies which were removed.

The evacuation of refugees was a major operation in itself. During the early stages, Korean LSTs and small ships of the FS type were loaded to capacity with civilians almost frantic to escape from the approaching Reds. Later several Victory ships were also made available for this purpose, and refugees were taken out of the beachhead in a continuous stream until the last hour. Statistics released by the Navy show that more than 100,000 were removed from the area. The hordes of refugees which converged on the port area on several occasions seriously hampered other loading operations, particularly in the Green Beach area. On these occasions it became necessary to dispatch squads of military police to control the groups and clear them from the beach.

Another problem was security; some of these refugees might have

been Communists and might have succeeded in sabotaging important port installations. This required close vigilance on the part of everyone. The hard realities of war were tempered by consideration for the destitute and homeless people, but at the risk of jeopardizing the major evacuation. It was a bold decision which demonstrated the good faith of the United Nations.

Along with the outloading operation a certain amount of highly selective unloading had to be done. Motor fuel was in short supply and enough of it had to be off-loaded to provide for normal daily consumption until all motor vehicles had been evacuated. Certain types of ammunition and engineer fortification materials had to be brought in to insure the success of the tactical phase of the evacuation.

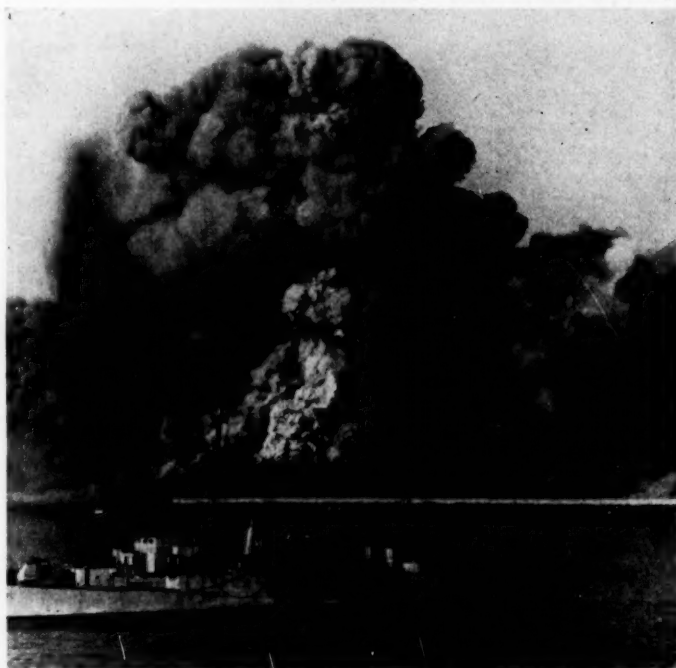
Air alerts at night and in blackouts hindered work. After an "all clear" signal was sounded, there was always a certain amount of inertia which had to be overcome before loading could be resumed and stepped up to the pace at which it was proceeding before being curtailed. Several such shutdowns in one night often resulted in the loss of valuable time. For-

tunately, none of these air raids ever materialized, a fact difficult to comprehend in view of the enemy's capabilities and the peculiar vulnerability of the port area.

Coincident with the beginning of the evacuation, civilian electric power in the area was cut off when power sources fell into Communist hands. This had been foreseen and a converted destroyer-escort was brought in to provide a new source of power. Using local skilled labor, the Brigade's provisional post engineer organization made all of the preparations to tie in the ship's generators to existing transformers.

THERE were some interesting variations to approved doctrine. Nearly every staff officer of the Brigade was placed "in the line" to fill in either at Green Beach or in the dock area; otherwise there would not have been enough officers to supervise the many jobs. Some staff officers served as expeditors at the various berths in the dock area where close coordination was necessary. They rendered periodic reports on the progress of loading and kept a vigilant eye out for bottlenecks. Their efforts were directed principally

A Navy frigate lays offshore as demolition teams in the deserted port blow up installations of use to the enemy.



toward assisting inexperienced unit TQMs, and in expediting loading. Other staff officers filled in on Green Beach in the provisional shore battalion which had the responsibility for loading all LSTs and lighterage to larger ships in the stream.

As the defense perimeter in the Hungnam area shrunk with the successive evacuation of more units, close surveillance had to be kept over assembly areas. The need for these areas had to be weighed against the increasing tactical requirements for artillery positions, the need for billeting areas, and vehicle parks for units displacing to the rear. A constant process of arbitration settled all differences.

The 3d Division was the last tactical unit to be evacuated, and the 2d Engineer Special Brigade tied its plans in with those of the 3d. The final exodus was in four phases. All bulk and non-essential service troops were outloaded in Phase 1, which commenced on 19 December. This was followed by Phase 2, during which the remainder of service troops and 155mm artillery were evacuated, Phase 3, when all remaining artillery, tanks, halftracks, and vehicles (except for several jeeps carried out in the final waves) were removed, and Phase 4, the final tactical getaway on D-day. The Brigade completed its mission at daylight on 24 December, when the last LSTs were loaded and its detachment from Green Beach boarded an LCM as the infantry could be seen moving down from the hills. On that same morning the Corps and Brigade commanders made a final inspection of the port, departing at 1100.

The mission of destroying all shore installations and thus denying their future use to the enemy was assigned to Navy underwater demolition teams.

The announcement by the Navy of the redeployment of 215,000 persons, 18,000 vehicles, and 250,000 tons of bulk impedimenta on 193 ships of various types during a period of approximately two weeks is a mark of the high degree of success attained in the evacuation. The 2d Engineer Special Brigade, veteran of eighty-seven Pacific amphibious operations in World War II, of every peacetime amphibious maneuver since, and of the successful amphibious landings at Inchon and Iwon in Korea, is happy to have contributed materially to the achievement of this record.

CEREBRATIONS

Minority Report

You can call this a minority report. As an unsolicited apologist for the Army and the Army's ways, I'd like a chance to speak up.

Since the end of World War II I have read dozens of articles about how Army clothes never fit. You know the popular routine: the supply sergeant throws an armload of clothes at the luckless recruit, who forthwith concludes that there are two sizes of Army clothes: too large and too small. Then there are the articles about how noncoms never address recruits except as "knucklehead" or "musclehead" and how the Army always makes cooks into truck drivers and truck drivers into cooks.

Anyway, here is my minority report.

When I got to Fort Lewis at the start of the big conducted tour, I drew a lot of clothes. Every article fitted me better than the clothing I buy at my local gents' furnishings emporium.

While I did run into a few noncoms who were so far carried away by the trials and tribulations of dealing with recruits that they allowed their voices to become tinged with contempt, I was never once addressed as "knucklehead" or "musclehead." And never did I hear another recruit so addressed.

During slightly more than four years of this conducted tour I ate a lot of amazingly good cooking, some prepared by Army-trained cooks, some by cooks who learned their trade in pre-war days. And right here is where I really unwind.

The best Parker House rolls I ever ate were baked by cooks in the open (except for a piece of canvas overhead) in GI field ranges. These same cooks made the ubiquitous canned salad fruits into a delicious pie filling. And in the most unpromising field conditions, they baked as light and flaky a pie crust as any connoisseur of American pastry could ask for. These cooks, moreover, performed the neat trick of making the Christmas season in New Guinea seem a little less

Our literate cocktail-hour tacticians stand to receive as much as \$10.00 for their contributions to this department. However, the price for those "dashed off" with scant consideration for the rules of composition and rhetoric will be much less. Hold them to four or five hundred words and type them double-spaced.

dreary for a handful of homesick Italian-Americans by simply combining a few cans of tomato paste and sardines out of their packages from home to produce some highly acceptable pizza.

I suppose all this brands me as a heretic and iconoclast, a wrecker of the Great Tradition. But there it is.

CAPTAIN MINORITY
Infantry, USAR

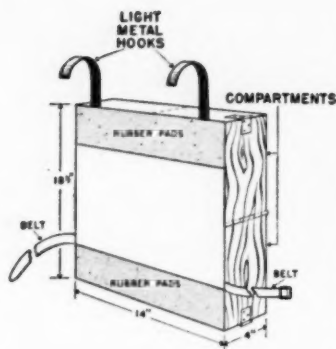
Ammo Pack

Out of my experience as an ammunition bearer, LMG squad leader, LMG section sergeant, weapons platoon sergeant, weapons platoon leader, and company commander, I conclude that the ammunition bearers of a machine gun squad don't have a fair shot at protecting themselves from infiltrators because their hands and arms are loaded down with ammunition boxes. We all know that surprise is one of the main factors in winning small-unit actions. Therefore the man who gets the first shot in has all the advantage. Ammo carriers can't get that first shot.

Did you ever try to carry enough caliber .30 machine gun ammunition to service your gun when moving forward? Rough, wasn't it? You had to use ropes and straps; loose belts of ammo were looped over your shoulders. I've seen men struggling with a box of ammunition tied to each end of two short pieces of rope, the ropes then looped over the shoulders. They couldn't use their carbines if they wanted to.

Which would you rather do—carry seventy-seven pounds in your hands or on your back? I'd rather carry it on my back. I think most men would agree. Then what's the solution?

How about a packboard? Not the one in use today, but a light plastic



board designed to carry 800 to 1,000 rounds of caliber .30 machine gun ammunition. The board itself would weigh eight or ten pounds. Now this makes it heavy enough, I'll admit, but not too heavy to move ammunition from the company supply point forward to the gun.

Here is how I would have it made. Make up a light plastic board measuring 14 x 18½ x 4 inches. Divide it into four compartments. Each compartment to measure 6 x 9 x 3½ inches (see sketch). Each compartment would have a cover with a simple lock so that you would not lose your load. This arrangement would distribute the load evenly. Each compartment would hold a 250-round belt. The compartment covers are on the sides of the board to make it easy to feed the gun. The covers of the compartments are hinged at the middle so that the one pin holds both covers.

The lock would consist of a hinged hasp and a swivel button.

On the body side of the board, two sponge rubber pads would be used to cushion the weight of the board at the small of the back and at the shoulders. At the top of the board a set of light metal or plastic hooks would be placed to fit over the shoulders. About four inches from the bottom of the board a canvas belt would be fastened to go around the waist. The weight of the board is carried mainly on the shoulders.

Supply would be simple. Each company would be issued twelve boards. Thus six boards would always be at the company ammunition supply point ready to go. The 250-round belts should be packaged in heavy paper instead of tin boxes. This would mean a large saving of metal.

In combat a crew of two men could still man the gun and have 1,250

rounds available for servicing the weapon. In a normal situation with a full crew of four approximately 2,500 rounds would be available at the gun position.

CAPT. ROBERT C. LAGEN
Infantry

Stock Numbers on T/O&Es

Unit commanders spend many hours trying to draw all of the equipment authorized them under T/O&Es. One of the biggest obstacles is an ignorance of the stock numbers of the equipment they want. As printed today the tables show the nomenclature and amount authorized but not stock numbers. So the unit commander and his supply men are on their own. Catalogs listing stock numbers are scarce and a unit commander is lucky to have one.

With a nominal amount of adjustment all T/O&Es could be printed showing the stock numbers. Then when a unit is activated it would have all the needed information to requisition its equipment.

This small addition to the tables would keep unit commanders, supply officers and supply sergeants happy and relieve the number of visits to the S-1. It's a needed innovation.

M/SGT IGINO J. IADANZA
Signal Corps

Thoughts on Leadership

Here are some comments and thoughts on Leadership, which I think are worth remembering and reflecting upon:

Written in my notebook by a fine Japanese officer with whom I was closely associated before World War II:

When commander receives pessimistic report, he should check up and not check out.

To a general a chin is as important as a brain.

Remarks of Lieutenant General John R. Hodge at the critique following Exercise SWARMER last year:

All of us must be on our toes constantly to be as good as the men we command.

Quoted from William James:

Just as a bicycle chain may be too tight, so may one's carefulness and conscientiousness be so tense as to hinder the running of one's mind.

From an advertisement in The Saturday Evening Post:

The eye of the master does more work than both of his hands.

Selected Chinese proverbs:

A man without determination is but an untempered sword.

When a king makes a mistake, all the people suffer.

It is difficult for one man to act a play.

One of Marshal Montgomery's rules for success as a general is, in substance:

Get yourself a good Chief of Staff.
President Abraham Lincoln once said:

If I tried to read, much less to answer all the attacks leveled against me, this office would have to be closed for all other business. I do the best I know how, the very best I can. I mean to keep on doing this, down to the very end.

Sign on my first sergeant's desk when I was a company commander:

The buck stops here.

Overheard at a cocktail party:

He gives too many horseback decisions.

On clarity of instructions, or written orders, a West Point instructor in English said:

Write your orders not only so they can be understood, but so they can not be misunderstood.

A corporal to his squad on maneuvers:

You guys fall out, take off your packs and relax while I figure out what we are going to do.

Conversation between General Walter Krueger and a company commander in New Guinea:

Captain, what is the explanation for the unsightly appearance of your kitchen?

Sir, we did not expect you here for another half hour.

Captain, you run this mess for the men of your company, and not for me!

Our Commander-in-Chief, President Harry S. Truman, said when he was re-elected:

As President of the United States, I am guided by a simple formula: To do in all cases, from day to day, without regard to narrow political considerations, what seems to me the best for the welfare of our people.

Jesus Christ said:

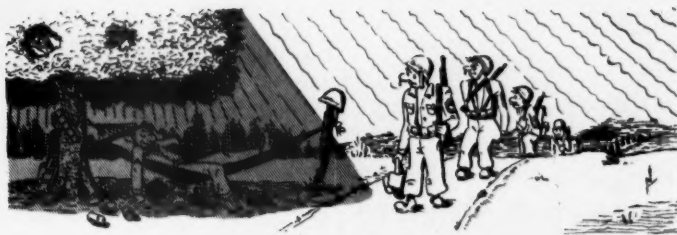
Do unto others as you would they should do unto you.

As a military man, I interpret this to mean:

Lead others as you would they should lead you, if your positions were reversed.

COL. A. S. NEWMAN
Infantry

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Hot Weather Training

Colonel C. V. Clifton, Jr.

SOMETIMES the heat of battle is more bearable than the heat of summer training in the pine woods down South. At least that's the way our battalion found it in August and September. In battle, the war takes your mind off the heat. But the humdrum and routine of a training schedule just emphasizes the sun, the humidity, and the mosquitoes.

We had an inspiration and asked our noncoms for suggestions on ways to "beat the heat" and get the most out of our training. Some of their suggestions may sound like "ways toward easy livin'," but the suggestions we adopted were judged on the way they helped to improve training. If life was more pleasant, that was just a welcome by-product.

The most popular suggestion concerned training films. There were many films to be seen. The post theater, or the artillery group gymnasium, with the doors closed, and the dark drapings over the windows, made the training film a sure-fire sleep producer. So we borrowed a 16mm projector from the signal officer, improvised a screen of our own, and changed all training films to night showings in the barracks area.

Training films outdoors at night are not much of an innovation. But they were a great success. Certain adjustments had to be made, to be sure. Supper had to be scheduled early. To get full attendance, all shows were scheduled in advance, so that men who had other engagements could rearrange their schedules.

The training films received more attention of more men, than any daylight showings. The mechanics, the cooks, the clerks, were all present.

The second suggestion that was well liked had to do with the long

"conditioning" marches with packs. As artillerymen, we weren't used to doing too much marching. Furthermore, it was difficult to convince a new "gunner" that he was going to have to hot-foot it for twenty-five miles when he could look in the motor park and see tractors, trucks, weapons carriers, and jeeps galore. But the conditioning marches had to be done, and the noncoms suggested night marches. The first variation was fruit and coffee in barracks, with a three-hour march out onto the range, where breakfast was served by 0800. After breakfast, we continued the day's training on the range. One drawback was that the cooks had to serve breakfast twice, and enough men had to be excused to bring the vehicles and equipment to the range.

The more satisfactory marches were the longer ones, which we started at 2000 hours and after stopping for a midnight snack, completed by 0500 hours. After breakfast, the rest of the day was off duty. This broke up the routine of the training week.

A great many more men finished the night marches. The hot sun

couldn't take its toll, and the roads and trails cooled off so the feet were not so vulnerable. The requirements were met, and the muscles of many more men were hardened, because again, as with the training films, all the clerks, cooks, mechanics, drivers, and others who are normally not available, were present for the marches.

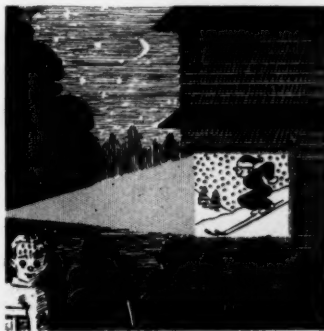
The third and best hot-weather suggestion was related to field training and bivouacs, which we always coupled with our firing on the range. Again, the noncoms suggested that we take our field training to include a weekend, staying out in the field on Saturday and Sunday, in exchange for an additional day off the next weekend. This was worked out with the group commander. We usually stayed in the field from Monday until the following Thursday, then cleaned equipment and had an inspection Friday morning. With the group commander's permission, the men had Friday afternoon, Saturday and Sunday off, and we gave a larger percentage of passes because of the longer weekend.

From a training viewpoint, this had the advantage of breaking up the routine, it gave the battalion a longer straight period in the field, which showed up some of the same problems required by maneuvers.

We found that we could often get the range on Saturday when we couldn't get it on other days and that we could usually work out one bivouac near a lake for swimming and bathing and laundry in a ten-day period. We found that church services could be held in the field with a larger attendance, and above all, we learned to plan for longer sustained periods of field training. This was especially helpful when the battalion was in the first stages of unit training.

In order to get maximum attendance, we also had to coordinate, through group headquarters, with another battalion so that area guard, motor-park chores, and administrative transportation would be handled by the other outfit for the two weeks of intensified training. When we came back, we reciprocated to the mutual benefit of both battalions.

Summertime can be a pleasant training period, if you can beat the heat. Our outfit found that these few changes broke the routine, and improved the training of the sections, batteries, and the whole battalion.



World Perimeters

Colonel Conrad H. Lanza

NATO

NATO is an alliance of twelve nations. Each of the twelve is expected to furnish men and equipment for the collective military defense of the member nations.

Before NATO was formed Western Europe was too weak successfully to oppose a major attack by the Soviet Union. The only plan was to retreat in turn behind the Rhine, the Pyrenees and the English Channel and Mediterranean Sea. Thus Europe would have to be liberated by assault as in World War II.

It is doubtful if another amphibious invasion of Western Europe would succeed. The Soviet Union has more troops, and greater quantities of weapons, especially of artillery which is a Russian specialty, than Germany had. Also the effect of the atomic bomb and other new weapons on another Normandy invasion fleet and army must be calculated, if possible.

Western Europe, particularly France and West Germany, have hesitated to rearm. Many Frenchmen and Germans think communism might be a lesser evil than another world war.

The intervention of the United States in Korea gave NATO a proof that U. S. aid would really come if needed. At about the same time intelligence reports indicated that the Soviet Union wanted to postpone World War III at least two more years—until 1952 and preferably until 1953. It therefore seemed possible, if all the allies were willing, and all worked together, that within that time a military force might be built up in Western Europe, which could meet and drive back an invading army. To establish that army, General Eisenhower set up a GHQ near Paris early this year, and set about convincing our allies that an efficient

defense force could and should be built.

France has fully accepted this view. She hopes the war will be fought in Germany beyond the French frontiers. Great Britain, the Benelux states and Canada also accept this plan. These members of NATO are now proceeding to increase their forces north of the Alps. No such progress has yet been made to oppose an invasion south of the Alps. A beginning is just appearing with the organization of a South General Headquarters.

West Germany has not accepted this view. It has not aided in the defense of its country. The Germans' reason that war in Germany would destroy Germany and not succeed—considering the present weakness of the West. When the forces of the West are somewhat larger, Germany may join with NATO. To do so would be in her own interests. Plans for rearming Germany rapidly at the proper time are under way.

The practicability of the NATO strategical plan to defend Western Europe from a line as far east as possible, depends on whether intelligence reports that no Russian attack is probable before 1952 at the earliest, and preferably not before 1953, are correct. If they are, there will probably be time to build up the strength of the West. The problem of defending a hostile invasion south of the Alps is not yet solved. A plan and forces are there needed.

NATO has certain important advantages. In population the United States and Canada have 165 million; and Western Europe nearly another 165 million. Russia has about 200 million plus 70 million in satellite states, for a total considerably smaller than NATO. These figures exclude China, which theoretically has a population of 450 million. China is in no position to send large forces to Europe.

The industrial potential of NATO is greatly superior to the resources of communism. Should Western Europe pass to Soviet control, this superiority would go to the Communists.

In World Wars I and II the allies entered the war piecemeal. For the United States this was two years seven months and two years three months, respectively, after the wars started. The North Atlantic Treaty (4 April 1949) provides that in a new war all members will enter the war simultaneously and fight as a single force under a single plan and high command.

Strategic bombing by NATO (Anglo-American) air fleets may have a decisive effect in winning such a war, but past experience indicates this result is doubtful. Strategic bombing in Germany failed to destroy its industrial power, just as German bombing over England had previously failed.

Compared with Germany, Soviet targets are far more dispersed, distant, and sizeable in number.

The war in Korea points to a possibility of forcing an enemy to move only at night, or when air observation is impracticable. It may also force an increase in night attacks, which may become SOP. The tactical use of the atomic bomb remains to be determined, but our experts seem to think its use is not far away.

Regardless of the kind of bomb used, no bombing is likely to be useful unless the enemy presents visible objectives against which the bombs can be directed. It may hereafter be a major mission of maneuvers and attacks to force the enemy into areas where his masses can be observed and can be bombed.

A Southern Command was set up on 18 June by General Eisenhower. The CinC is Admiral Robert B. Carney, commander of the U. S. Sixth Task Fleet, which covers the Mediterranean. This appointment does not solve the question as to who shall command in the Mediterranean. As CinC, Southern Command, Admiral Carney has control over Italy, including Trieste, his own fleet, U. S. air bases in North Africa (excepting Egypt) and French air bases in North Africa. In Trieste there is about a division of troops, half U. S. and half British; Italy has three divisions plus a considerable number of nondivisional units. These Italian units are under command of the Italian General Maurizio di Castiglione.

Admiral Carney's command does

COMBAT FORCES JOURNAL

not include the Italian islands of Sicily and Sardinia, nor the lines of communication from France to French North Africa.

It is assumed that the major mission of the new Southern Command will be to stop an enemy advance westward south of the Alps. Yugoslavia's estimated thirty divisions, now being partially rearmed by the United States, are a separate command, whose reaction in case of war is highly uncertain, and extremely important.

The Spanish ambassador to the United States in a major speech on 5 June made it clear that Spain, with about twenty divisions, was willing to become a U. S. ally irrespective of the disapproval of certain NATO nations which object to admitting Spain as a member of that organization. Portugal has already announced that if Spain becomes an ally, she will contribute six divisions to aid Spain defend the Pyrenees. From what the Spanish ambassador said, it would seem that if Spain is accorded full recognition, and the same respect as other nations, she would be prepared to use the twenty-six divisions to aid General Eisenhower's forces.

CHINA

Tibet. On 23 May an agreement was signed at Peiping between Tibet and China. It provides that

- (1) All "imperialistic influences" are to be mutually eliminated;
- (2) Tibet troops are to be incorporated into China's army, which will garrison that state;
- (3) China assumes control of foreign relations;
- (4) China is authorized to maintain a military and a political CP in Tibet;
- (5) Subject to the foregoing, Tibet is free to govern itself.

An economic blockade of China, intended to prevent war supplies from reaching it, was declared by the United Nations on 18 May. By 30 May this blockade was reported to be working. Confirmation appears from China's communiqué of 23 May complaining that the blockade was illegal, and that she would hold the UN responsible.

Chinese reports are that 500,000 Chinese have been sent to Siberia, and 300,000 more are being assembled at concentration camps for the same purpose. Men conscripted are relatives or friends of persons known or suspected of being anti-Communist.

On 1 June the Chinese 40th and 42d Armies (six divisions) were identified in Kwantung. These troops belong to the 4th Army Group and were last reported in Korea. From previous reports of time required to move troops between Korea and South China, these were probably withdrawn from the line some time in April. Present strength is about twenty per cent of T/O strength. Whether

this is due to casualties, furloughs, transfers, or desertions, is unknown. Some divisions, not identified, have returned from Korea to Shantung.



Chinese intentions. Government statements, its broadcasts, and the press unite in calling for vigorous prosecution of the war in Korea. There is no indication that losses have influenced China to seek an armistice. Red China continually proclaims its determination to drive the Anglo-American invaders of Korea into the sea. However, there is much propaganda for "loans" and taxes to purchase weapons, planes and ammunition. This may indicate that the Soviet is unwilling to further replace wastage of war matériel in Korea. As China is incapable of equipping its own armies, such Soviet action may force China to curtail its participation in the Korean war.

USSR

The Paris Conference was in session from 5 March to 21 June, to determine a list of subjects to be discussed between the Foreign Ministers of the Western Powers—the United States, Great Britain and France—and the Soviet Union. Little progress was made by the deputies of those four Foreign Ministers.

On 25 May Soviet deputy Andrei A. Gromyko announced that there would be no point in having a conference of Foreign Ministers unless they were authorized to discuss and decide about NATO and U. S. bases in Europe. The Western Powers replied by identical letters on 31 May and 21 June. They made it clear that they much desired a conference of the Foreign Ministers, and would have no objection to the Soviet presenting its views on NATO, or anything else. However, the Western Powers could not admit that the proposed conference should review NATO.

ence should review NATO.

After handing in the later letter, the U. S. and British deputies left Paris. When, on the following day, Gromyko sought to arrange a new meeting to present a Soviet reply, he was surprised to find the Conference dissolved.

With unusual haste the Soviet Government did make a reply. It was delivered on 23 June at New York to the General Assembly of the United Nations by Jacob A. Malik, Soviet ambassador.

Malik, covering the subjects previously under discussion at Paris, charged that the chief reason for the deterioration in relations between the USSR and the Western Powers was NATO, which was directed against the Soviet Government and its peoples. Proof of its aggressive policies were rearming of Germany and Japan, and the increases in NATO military forces. Most flagrant manifestation was the intervention in Korea.

Malik further charged that his government had repeatedly offered a basis for peace in Korea. The sole reason why there was no peace there, was that the United States had prevented adoption of those offers. Its seizure of Formosa and its bombing of Chinese territory were irrefutable evidence that "the ruling circles of the United States" desired to extend the war in the Far East.

In ending his long discourse, Malik suggested an armistice in Korea providing for mutual withdrawal from latitude 38. He thought that could be done, and that it would not be too great a price to pay in order to achieve peace in Korea.

Malik's speech shows signs of having been written hastily. It paraphrases former Soviet speeches, and presents nothing new. It contains false statements: that the USSR and its satellites are completely peaceful. The former proposals for peace by the Soviet Government included as now an armistice, then to be followed by withdrawal of foreign troops from Korea where all UN troops were to be so considered; cession of Formosa to Communist China; and admission of Communist China to the United Nations.

The general impression is that the Soviet Government was surprised by the break-up of the Paris Conference. She now desires to start a new conference with probably another interminable discussion by proposing peace. From her point of view, why hurry?

NEWS OF THE SERVICES

ARTILLERY SCHOOL

Increased Accuracy

In their continuing efforts to increase the accuracy of artillery fire, Ordnance and Artillery officers recently got together to consider the result of experiments which show that deflection errors, particularly at high angles, are caused by the way sight mounts are installed and by some of the tests and adjustments prescribed in manuals.

Ordnance experts from Frankford Arsenal met with Artillerymen representing the Department of Matériel at Fort Sill to consider these and other similar matters. Out of the conference emerged a plan to study and test new procedures in testing sight mounts.

The final dope isn't in but it appears that increased accuracy may be obtained by installing telescope mounts and developing new and more accurate tests. When the dope is in, pertinent publications will be revised to conform to the accepted methods.

Air Training Booms

The increase in the training of helicopter pilots and mechanics by the Department of Air Training has required the enlargement of the Department's facilities. A former motor shop has become a helicopter instruction center with five large classrooms. Each room is devoted to a single subject of instruction.

Eight engine-test stands have been placed on a concrete ramp outside the building. The concrete slab is large enough to allow the landing and take-off of helicopters.

Training Publications

The Division of Training Publications and Aids announces that the following training publications have been sent to higher headquarters for review and publication:

FM 6-101: *Field Artillery Battalion*;

FM 6-120: *Field Artillery Observation Battalion and Batteries*;

FM 21-13: *The Soldier's Guide*;

FM 20-100: *Army Aviation*;

TC 13: *Coordination of Fire Support* (revised).

Publication of these is expected in the near future.

Revision of the service of the piece manuals for various calibers of artillery weapons is currently under way. Included are Field Manuals 6-75, 6-76, 6-81 and 6-82.

Revised Material

More than one-third of the ORC subject schedule manuscripts have been submitted to AFF for approval and publication, the Civilian Components Branch of the Training Publications Division announced. The branch also is working on a proposed plan to revise and bring up to date the National Guard instructional material.

Distribution of field artillery instructional material for ORC school centers is expected to begin soon after the middle of August. Commandants of the schools can expect to have all the material in their hands by 1 October 1951.

The material will include the first and second years of the field artillery battery officers' course, and the field artillery associate advanced course.

Instrument Flying

An instrument-flying course for Army aviators is being guinea-pigged by eight instructors of the Department of Air Training. The program of instruction has been submitted to Field Forces for approval and is being field-tested in the meantime. The course lasts six weeks. Included are 60 hours of "hood" flying in L-17s, 120 hours of ground school, and 40 hours in the Link trainer.

On-the-Job Training

In addition to the normal instruction work load, members of the Department of Air Training are performing the loading operations for air freight handled at Fort Sill. During June, loading operations included all types of vehicular, bulk cargo, and personnel loads on military cargo aircraft and some types of commercial craft.

ROTC Camp

Nearly 1,100 ROTC cadets from 20 universities and colleges began their six-week summer encampment on 17 June.

The School cooperated with the

ROTC staff in the training program by furnishing demonstrations and instructional periods for the cadets. The Departments of Combined Arms, Gunnery, Communications, Motors, Matériel, Observation, and Airborne and Special Operations each had a hand in the program. These cadets were from Western states. Artillery cadets from Eastern states trained at Fort Bragg, N. C.

Straight Talk

The possibility of standardizing field artillery terminology for the United States, United Kingdom and Canada was discussed by representatives of the Royal Artillery School and Artillery School officers. Reports and recommendations have been forwarded to Army Field Forces. It is expected they will go to the Joint Chiefs of Staff. A similar conference is planned to iron out differences in anti-aircraft artillery terminology.

Track Maintenance Course

The first artillery tracked-vehicle maintenance course of the Department of Motors began on 25 June. The eight-weeks course trains qualified wheeled-vehicle mechanics to perform organizational maintenance on artillery tracked vehicles.

The course is divided into five phases, each of which presents instruction on a different type of vehicle. Halftracks, M37s, M5s, M4s and such full-tracked subjects as the Continental air-cooled engine, the cross-drive transmission, and miscellaneous self-propelled carriages are covered.

The schedule presently calls for one new class to start every two weeks.

Advanced Course

A tentative schedule for the next field artillery officers' advanced course was announced by the Secretary's office. About 350 students are expected.

Present plans call for the class to report to Fort Sill on 25 July, where they will remain until 26 October. At that time they will go to Fort Bliss, Texas, for the anti-aircraft and guided missiles portion of the course to be concluded 22 December. The students then will return to Fort Sill for the remainder of their training. The class will graduate 25 June 1952.

Extension Courses

Corps artillery. Subcourse 50-5FA: "Artillery with the Corps in Defensive Action," is now being printed and

will be available to students by early fall.

AAA target practice. Subcourse 40-24AAA: "AAA Target Practice," has recently been printed and put into administration. This course includes instructions governing the conduct, recording, and scoring of AAA target practice.

AAA gunnery. Another new anti-aircraft course off the presses and now available to extension course students is Subcourse 30-17AAA: "Advanced Gunnery—AAA Guns." This course covers the computation of ballistical corrections, trial and calibration fire to include computation and application of necessary corrections.

INFANTRY SCHOOL

More Jumps

The Airborne Department is moving on the double these days with large classes of student jumpers in the basic airborne classes plus jumps made by Ranger classes and demonstration troops of the 325th Airborne Infantry Combat Team now serving as demonstration troops at the School.

The number of jumps in one week is running up toward 5,000, with the top so far being 4,720. The injury rate is normal—slightly more than one-tenth of one per cent.

To handle the large classes of basic trainees the airborne battalion has had four companies added to it and more are planned.

ROTC Adviser

Something new at the School is the Office of ROTC Adviser, established by direction of Army Field Forces. It is the mission of the ROTC Adviser to work with senior ROTC instructors and PMS&Ts in determining and establishing training requirements for Infantry ROTC students.

As though that is not enough, the ROTC Adviser will also seek to increase interest in Infantry ROTC on the part of prospective students. He will work closely with army commanders, senior instructors, and PMS&Ts in this field too.

One of the contemplated projects of the Adviser is the establishment of an ROTC newsletter.

Colonel John W. Childs, Infantry, has been appointed to the post.

Battlefield Illumination

An infantry battalion reinforced by two platoons of tanks, two artillery battalions and one AAA searchlight platoon, recently conducted tests to

determine whether illumination of the battlefield permits daytime tactics in battalion strength. One of the battalions (155mm) fired illuminating shells while the other engaged in normal fire support.

Both direct and indirect illumination were tried. In the direct method, searchlight beams were thrown directly on the target area. In the other method beams were aimed overhead to obtain a diffused lighting of the area.

The tests were part of an Army Field Forces board project and the results are being integrated with other similar tests conducted at Fort Bragg.

ROTC Training

More than 1,400 cadets are at Benning for the six-weeks summer ROTC training. In addition to their regular training they will get to see many of the School's problem demonstrations. Presidents of colleges conducting Infantry ROTC courses have been invited to visit their units during their training period.

Parachute Rigging

The parachute rigging course that has been taught by the Airborne Department is to be transferred to The Quartermaster School at Fort Lee, Va., since parachute rigging and supply is now a Quartermaster function.

Since the course began in July 1942, some 4,500 qualified riggers have graduated, including a hundred Wacs.

Full Steam Ahead

The Infantry School is working up full steam. Forty-one classes are now in session. Four of them are of officer candidates and another OCS class will start each month during the remainder of the year.

Battalion in Defense

A training film on the battalion in defense is being shot at Benning. It will be based on one of the School's most elaborate problems, and some 250 infantrymen and supporting troops will show in it, along with the professional actors furnished by the Army Motion Picture Service.

The film will take four months to make and three months to edit—if it keeps up to schedule.

MILITARY POLICE Busy Outfit

The magnitude and diversity of the problems confronting a division military police company in combat are

indicated in the citation accompanying the recent award of the Meritorious Unit Commendation to the 24th Military Police Company, 24th Infantry Division. The citation records that, during six months of the Korean conflict, from September 1950 to March 1951, the military policemen of that company—

Posted, patrolled, and directed traffic over more than 2,000 miles of roads;

Received, processed, and evacuated more than 20,000 enemy prisoners of war;

Received and returned to parent units more than 1,500 military stragglers;

Diverted from military supply and traffic routes more than 1,000,000 indigenous refugees, after screening them to detect guerrillas and saboteurs;

On many occasions acted as infantrymen in defense of command posts and in establishing outpost lines.

PMG Visits Europe

Military police and provost marshal activities in the European Command and United States Forces Austria will be observed by Maj. Gen. E. P. Parker, The Provost Marshal General. He plans to depart for Europe by air on 2 August, and to return to his Washington office in about 30 days. General Parker's itinerary includes a visit to SHAPE in Paris.

Brig. Gen. William H. Maglin, General Parker's deputy until May of this year, is now serving as Provost Marshal of the European Command.

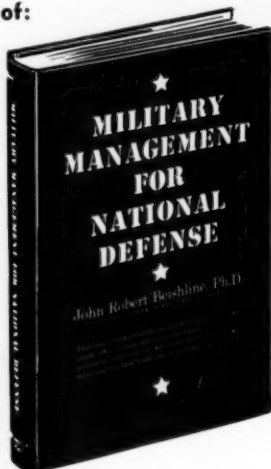
MP Support Films

The first of three training films on "Military Police Support in Special Operations," sponsored by The Provost Marshal General, is now in production at the Signal Corps Photographic Center. It will depict the employment of the airborne division military police company and the duties, function, methods, and techniques of military police in support of airborne operations.

Background shots for the film will be made during Exercise Southern Pine, and final scenes will be filmed shortly thereafter at the Signal Corps' Long Island studios.

The second and third parts of this film series will cover military police support in amphibious and arctic operations. Scenarios have been completed and approved by The Provost Marshal General, and production will get under way later this year.

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BOOK REVIEW

Pictures of Fighting Men

THIS IS WAR. A Photo-narrative in Three Parts. By David Douglas Duncan. Harper & Brothers. 180 Pages. \$4.95.

The photographic skill of David Duncan is well known to the five million readers of *Life* and to untold millions of camera enthusiasts. For those who may not know his work so well a more detailed report is in order. *This Is War* consists of 150 pages of uncaptioned action photos taken with the Marines during the early part of the Korean war. The book is divided into three sections each preceded by a block of explanatory text outlining the general situation existent at the time the pictures were taken.

Duncan's expertness with the camera has never been made more clearly evident. The pictures he has selected for this book are magnificent. He manages to capture, without verbiage, the human emotions that flow so freely in combat. His decision to avoid captions was indeed sound. Words could do nothing but detract from this series of portraits of man in war. Fear, exhaustion, pain and wonderment are reflected repeatedly on the faces of the fighting men who have crossed the Duncan lens. Certainly the dirty, stinking business that is war has never been more clearly shown.

Camera fans will appreciate the appendix of more technical photographic information which Duncan has included. In it he tells about the cameras (these pictures were all shot with a 35mm Leica), the lens and other equipment he uses. Data on time of exposure, film and so on are also included.—R. F. C.

Pat on the Back

THE MACARTHUR I KNOW. By General George C. Kenney. Duell, Sloan and Pearce. 264 Pages. \$2.75.

General Kenney has here shown that a military author can be as alert to a fast buck as the hungriest free-lancer. The *MacArthur I Know* was rushed off the press in time to enjoy the full fruits of the front-page headlines then being occupied by the principal subject.

Actually a good portion of this book is a slight re-write of material from General Kenney's earlier memoirs, *General Kenney Reports*, and has little bearing on General MacArthur himself. General Kenney thinks highly of General MacArthur, so highly indeed, that he refuses

to be objective in his appraisal.

Parts of it are downright meaningless for any understanding of the General. For example, General Kenney refers several times to the fact that the "kids" as he likes to call his pilots, thought highly of Douglas MacArthur despite the fact MacArthur had served as a member of the court-martial board which gave Billy Mitchell his comeuppance. It is hard to imagine that these "kids" were greatly disturbed by the fact that General MacArthur had had a part in Mitchell's trial, or were ever aware of it. Since the average World War II pilot was probably eight or ten years old at the time of the Mitchell trial, they could scarcely have become agitated over its result. To suggest any universal feeling of rancor on this subject among these young men as late as World War II is a great stretch of the reader's imagination.

The brilliant career of General Douglas MacArthur deserves much more solid treatment than this pat on the back.—R. F. C.

Canada's Navy

THE FAR DISTANT SHIPS: An Official Account of Canadian Naval Operations in the Second World War. By Joseph Schull. The King's Printer, Ottawa. Canada. 515 Pages; Illustrated; Index.

As we read this brightly written account of Canadian naval operations in the late war, it is necessary to remember that we are considering a country with a population of two million less people than our own state of New York. Too, it was a nation that had supplied some thoroughly capable army divisions at the same time. All of which adds up to the fact that the Canadians are good people to have on our side.

Canada's standing start in 1939 was a miniature navy consisting of six destroyers, five small minesweepers, and two training vessels, of which one was a sailing ship. Fighting a tough sea war, recruiting and training personnel as losses mounted, the Canadians ended the war with a navy respectable by any standards. Escort carriers and antiaircraft cruisers were their largest ships, but the Canadian Navy made up for lack of heavy units with numbers of fiercely fighting smaller ships.

Canada's greatest naval effort was in countering the Nazi sea raiders, undersea and surface ships alike. Undergunned, and with poorly trained crews at first, the Canadians left a record of fighting odds that should grace the pages of his-

tory. Guarding convoys doesn't bring much glory; it is more likely to result in a fearfully cold dunking in the North Atlantic in winter, as the ships of the convoy continue their steady pace, unable to lend a hand. The Canadians took their chances, and went out of their way to seek action.

It is characteristic of our British friends (and the Canadians must have inherited this type of honesty) that the incident on the *Iroquois*, when a large part of the crew refused duty owing to some inept handling of a touchy situation by the skipper, is neither omitted nor glossed over.

Here is a large book, beautifully made, well illustrated, and written in a manner that makes history read like fiction. It is a volume worthy of the navy that it records for posterity.—A. S.

Hunter

THE BEN LILLY LEGEND. By J. Frank Dobie. Little, Brown & Company. 237 Pages; Illustrated; Index; \$3.50.

One day Ben's wife, who was getting a little bit fed up with him, said, "Ben, you like to shoot so well, why don't you get your gun and shoot that chicken hawk?" "All right"—and Ben took his gun. The hawk flew. Ben followed. More than a year passed before he returned. "That hawk kept flying," he remarked. If he had wanted to hit the hawk that would have been a different thing. Walking over a field with Bob Causey one day a duck flew up near them. "Watch me shoot that duck's bill off, Bob," Ben said, and his bullet had done the job before he finished speaking.

Ben Lilly was a professional hunter, a ruthless exterminator of game, who gained his fame as the greatest bear hunter since Davy Crockett, and as probably the greatest lion hunter of all time. His shoes, the heels plated with burro shoes, weighed twelve pounds. Yet wearing them, carrying a gun, long chains for four or five dogs, and a pack of from thirty to fifty pounds, he could climb mountains all day for three days without a bite to eat. He could pick up a hundred-pound anvil with one hand, hold it straight out and then straight up. The only time anyone ever heard him mention sex was a casual remark to the effect that "excessive cohabitation (was) a detriment to the progress of intelligent people." His yell could be heard three miles away. He could enter a pathless swamp in the middle of the night, stick his knife in any tree, come out, and the next night enter the swamp from any direction and go straight to the tree and reclaim the knife.

Ben Lilly could jump flat-footed, from a standing position, 10 feet 6 inches. With Teddy Roosevelt watching, Ben, over fifty, stood in an empty barrel and

jumped out of it without touching it. He was the master detective of the outdoors world. "We were following a lion," recalls another hunter, "when we struck a bear track. Mr. Lilly examined it and said that it had been made by a two-year-old male the night before. He pointed out a saddle between two mountains which he said was about twenty-four miles way. 'The bear will go over that saddle,' he said. We went on after the lion. A week later we were at the saddle and he pointed out the track of the two-year-old bear."

"How many panthers and how many bears Ben Lilly killed is not very important," remarks Frank Dobie. Numbers cannot be an index to a career as fantastic as Lilly's. He was unique among hunters—and Dobie has done him proud in this remarkable and fascinating book.—R. G. McC.

Books Received

THE CAPTAIN. By Russell Thacher. The Macmillan Company. 280 Pages; \$3.50. Fiction—about the Navy.

INFLATION IN THE UNITED STATES 1940-1948. By Lester V. Chandler. Harper & Brothers. 402 Pages; Index; \$5.50. A detailed study of the processes of inflation during the period 1940-1948.

BALKAN CAESAR: Tito vs. Stalin. By Leigh White. Charles Scribner's Sons. 245 Pages; Index; \$2.75.

THE RUSSO-GERMAN ALLIANCE 1939-1941. By A. Rossi. The Beacon Press. 218 Pages; Index; \$2.75.

THE WAY OF THE FREE. By Stefan Osusky. E. P. Dutton & Co., Inc. 320 Pages; Index; \$3.75. Some fine arguments against Communism that are rather difficult to dig out.

THE POLITICAL COLLAPSE OF EUROPE. By Hajo Holborn. Alfred A. Knopf, Inc. 212 Pages; Index; \$2.50.

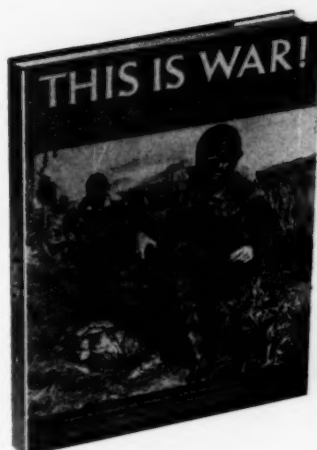
HISTORY OF THE XII ROYAL LANCERS. By P. F. Stewart, M.C. Oxford University Press. 516 Pages; Maps; Index; \$6.00.

THE SLAVE SHIP. By Bruno E. Werner. Pantheon Books, Inc. 483 Pages; \$4.00.

THE BATTLE AGAINST DISLOYALTY. By Nathaniel Weyl. Thomas Y. Crowell Company. 378 Pages; Index; \$3.75. A comprehensive account of what has become a vital subject.

TOMBSTONE'S EPITAPH. By Douglas D. Martin. The University of New Mexico Press. 272 Pages; Illustrated; \$4.50. Excerpts from the newspaper of one of America's toughest towns.

THE ENGLAND OF ELIZABETH. By A. L. Rowse. The Macmillan Company. 547 Pages; Illustrated; Index; \$6.50.



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REALISM AND ROCKETS

OUT of any war, the number of novels that deal with things-as-they-are rather than things-as-the-author-thinks-they-ought-to-be can be counted on the fingers of one hand. These are the books that will live and be cherished because the novelist has brought together a talent for brilliant reporting and a deep, mature understanding of the odd assortment of men and women who must inevitably be thrown together in the dislocation that is a part of war.

Such a book is Nicholas Monsarrat's *The Cruel Sea* (Knopf, \$4.00). It is a book about two British ships, the corvette HMS *Compass Rose* and the frigate HMS *Saltash*, the men who manned these ships, the women who waited for them to come back or hoped they wouldn't, and about the Battle of the Atlantic. It is about two ships because the first one was sunk, brutally and quickly, by a submarine. The only plot to this book is the plot that war gives it, but it is written out of a complete knowledge of war at sea and of the sea itself, and of a rare and compassionate understanding of the men who man the fighting ships. Perhaps the greatest tribute I can pay *The Cruel Sea*—as an account of war—is to say that there are passages in it that equal the tragedy and drama of Bill Lederer's classic account of the death of a submarine, *Last Cruise*.

I AM not ordinarily one to go poking about among people's religious beliefs or lack of them. Occasionally, however, a book is published that so obviously fills a deep religious need that it deserves the widest possible readership. *Man and God*, by Victor Gollancz (Houghton, Mifflin, \$3.75) is a book of "passages chosen to express a mood about the human and divine." The phrase is Mr. Gollancz's and describes the book perfectly. The compiler, himself a distinguished British publisher, has chosen passages from the greatest literature and thought of many nations, about the relationship of man to God—passages that form a pattern and may be read from cover to cover, or browsed through. Here is a book you may read for comfort, enlightenment, inspiration, or for the pleasure of reading great literature—but by all means read it.

WILLY LEY has just published *Rockets, Missiles, and Space Travel* (Viking, \$5.95) which retains the best of his earlier *Rockets* and *Rockets and Space Travel*, and adds new material on rockets and rocket missiles for military and research purposes. Also new are Ley's views on the orbital (earth-circling) rocket and the possibilities of a permanent moon rocket terminal and headquarters for scientific research. If your interest in this is entirely at the science-fiction level, I would not recommend this book. For the reader with some knowledge, a thirst for more, and a speaking acquaintance with mathematics, *Rockets, Missiles, and Space Travel* will be valuable.

PUBLISHERS' fall lists promise some fine material in the military and historical fields. Watch for publication of the Forrestal diaries: Volume III of Kenneth Williams' great *Lincoln Finds a General*; Volumes III and IV of Dr. Douglas Freeman's *George Washington*; Melville Goodwin, USA, John Marquand's new novel about the career of a major general of the Regular Army; *Life's Picture History of Western Civilization*; and Volume V of Winston Churchill's incomparable history of World War II.

Surrender?

O. C. S.

U. S. A. THE PERMANENT REVOLUTION. By the Editors of *Fortune* with the collaboration of Russell W. Davenport. Prentice-Hall, Inc. 267 Pages; Index; \$3.75.

EDUCATION FOR A WORLD SOCIETY. Edited by Christian O. Arndt and Samuel Everett. Harper & Brothers. 273 Pages; Index; \$3.50.

A KING'S STORY: The Memoirs of the Duke of Windsor. G. P. Putnam's Sons. 435 Pages; Illustrated; \$4.50.

LONE AND LEVEL SANDS. By Cornelius Vanderbilt Whitney. Farrar, Straus & Young, Inc. 314 Pages; Illustrated; \$4.00. Colonel Whitney's life as an Air Force staff officer in World War II.

THE PROVING GROUND. By Mack Morriss. Duell, Sloan & Pearce, Inc. 373 Pages; \$3.00. A novel of a young American in World War II.

THE SECRET ARMY. By T. Bor-Komorowski. The Macmillan Company. 407 Pages; Index; \$4.00. The Polish Underground between 1939 and 1944, including the story of the Warsaw Uprising.

JAMES HARROD OF KENTUCKY. By Kathryn Harrod Mason. Louisiana State University Press. 266 Pages; Maps; Index; \$4.00. A biography of one of our more famous frontiersmen.

SENATOR KEFAUVER'S CRIME COMMITTEE REPORT. Arco Publishing Company. 188 Pages; \$50 Paper; \$2.00 cloth.

SAGA OF THE XX "GHOST" CORPS. Prepared and Written by XX Corps Personnel. XX Corps Association. 408 Pages; Illustrated; \$5.00.

COMMUNIST ZOO. By Hans Muller. Swen Publications Company. 101 Pages; Illustrated; \$1.00.

MAKING THE MOST OF YOUR FOOD FREEZER. By Marie Armstrong Essipoff. Rinehart & Company. 310 Pages; Index; \$3.00.

MILITARY SCIENCE TO-DAY. By Donald Portway. Oxford University Press. 175 Pages; Illustrated; Index; \$2.00. The third edition (second revision) of a study first appearing in 1940, completely revised to include chapters on the use of radar and the military aspects of the atomic bomb.

WOMAN IN AMBUSH. By Rex Beach. G. P. Putnam's Sons. 280 Pages; \$2.00. Beach's last novel, wide open romance at the turn of the century.

THE DECLINE OF LAISSEZ FAIRE, 1897-1917. By Harold U. Faulkner. Rinehart & Company. 433 Pages; Illustrated; Index; \$6.00. An analysis of American economic life in the twenty years ending in 1917.

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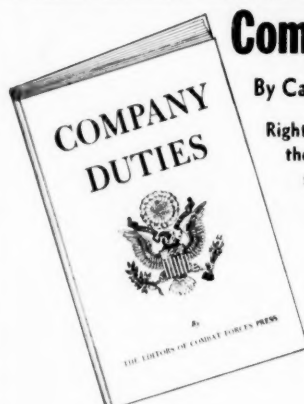
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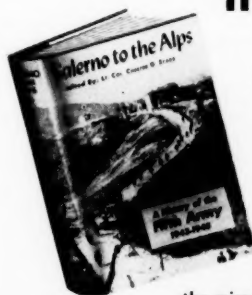
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